

Leading Marketing in a Complex World

Topline Report | 2025

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Leading Marketing in a Complex World

The 34th Edition of The CMO Survey, 2025

Survey Sample and Administration

- 2047 marketing leaders at U.S. for-profit companies; 281 responded for a 13.7% response rate—99% of respondents are VP-level or above.
- The survey was in the field from January 21–February 12.

Survey Reports

- [The Topline Report](#) offers an aggregate view of survey results.
- [The Highlights and Insights Report](#) shares key survey metrics, trends, and insights over time.
- [The Firm and Industry Breakout Report](#) displays survey results by sectors, headcount, and sales.

Overview of The CMO Survey®

- Mission: To collect and disseminate the opinions of marketing leaders in order to predict the future of markets, track marketing excellence, and improve the value of marketing in organizations and society.
- Administration: Founded in 2008, The CMO Survey is administered twice a year. Questions repeat to observe trends over time and new questions are added to tap into marketing trends. The survey is an objective source of information about marketing and a non-commercial service dedicated to improving the field of marketing.
- Sponsors: Deloitte, Duke University's Fuqua School of Business and the American Marketing Association. Sponsors support The CMO Survey with intellectual and financial resources. Survey data and participant lists are held in confidence and not shared with survey sponsors or any other parties.

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Table of Contents

Topic 1: Macroeconomic Forecasts

- 1 Are you more or less optimistic about the U.S. economy compared to last quarter?
- 2 Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.
- 3 Are current inflationary pressures impacting marketing spending levels in your company?
- 4 Do you believe there will be more, less or no change in amount of regulation for your company in 2025?
- 5 How will the change in regulation impact marketing spending levels in your company?

Topic 2: Customers and Channels

- 6 By what percent are revenues in your largest sales revenue market growing or decreasing in size?
- 7 For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months
- 8 How well does your company perform on the customer's top priority of...?
- 9 Will you use a channel or go directly to market?
- 10 What is the biggest challenge in managing your channel partners?
- 11 What percent of your sales occur online?

Topic 3: Marketing Budgets

- 12 Marketing expenses account for what percent of your company's overall budget?
- 13 Marketing expenses account for what percent of your company's revenues?
- 14 By what percent has your marketing spending changed in the prior 12 months?
- 15 Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months.
- 16 What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

Topic 4: Marketing Leadership

- 17 Which of the following marketing leadership activities does your senior marketing leader find challenging to implement on a regular basis?
- 18 Which of the following do you believe should be the most important objective for the marketing function in 2025?
- 19 Which of the following do you think your leadership believes should be the most important objective for the marketing function in 2025?
- 20 What is marketing primarily responsible for in your company?
- 21 Rate yourself/your senior marketing leader on the following traits and skills.
- 22 Rate how well marketing works with different functions to build your company's brand.
- 23 How has marketing's role within your organization changed in the last five years?
- 24 How has marketing's influence within your organization changed in the last five years?
- 25 Do you think the title for the senior marketing leader in your company will be different in 5 years?
- 26 What would that title be?
- 27 Rate whether marketing feels increasing pressure from the following leaders to prove the value of marketing.
- 28 How many direct and indirect reports do you have?
- 29 How likely is the current top marketing leader in your company to become the CEO at your or another company?

Topic 5: Use of AI in Marketing

- 30 To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts?
- 31 What percent of the time is your company using generative AI in its marketing activities?

32 Rate the degree to which your company is managing the following challenges associated with using generative AI in marketing.

33 Rate how the use of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company.

Topic 6: Marketing Jobs

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

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

36 What is your biggest people challenge in your marketing organization?

37 Why is that your biggest people challenge?

38 For marketing hiring, distribute 100 points across these different types of employees you plan to hire in the next year.

Topic 7: Marketing Performance

39 Rate your company's performance during the prior 12 months: Sales revenue

40 Rate your company's performance during the prior 12 months: Profits

41 Rate your company's performance during the prior 12 months: Customer acquisition

42 Rate your company's performance during the prior 12 months: Customer retention

43 Rate your company's performance during the prior 12 months: Brand value

Topic 8: The CMO Survey Award for Marketing Excellence

44 Which company across all industries sets the standard for excellence in marketing? Overall Winner

45 Which company in your industry sets the standard for excellence in marketing? Industry-Specific Winners

Appendix: Firm-level Descriptive Information

46 Which economic sector best describes your company?

47 Which industry sector best describes your company?

48 How many employees are in your company?

49 What was your company's sales revenue in last 12 months?

50 Does your company sell its products and/or services to the government?



Topic 1: Macroeconomic Forecasts

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

	Number	Percent	95% CI
3=More	79	31.2 %	± 5.3 %
2=No Change	52	20.6 %	± 4.6 %
1=Less	122	48.2 %	± 5.8 %
Total	253	100.0 %	

Mean = 1.83

SD = 0.88

Missing Cases = 28

Response Percent = 90.0 %



Topic 1: Macroeconomic Forecasts

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

Minimum = 22.97

Maximum = 100

Mean = 62.16

Median = 65

Standard Deviation (Unbiased Estimate) = 18.89

95 Percent Confidence Interval Around The Mean = 59.83 - 64.48

Valid Cases = 253

Missing Cases = 28

Response Percent = 90.0%



Topic 1: Macroeconomic Forecasts

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

	Number	Percent	95% CI
Yes, inflationary pressures are increasing marketing spending levels	42	16.6 %	± 4.2 %
Yes, inflationary pressures are decreasing marketing spending levels	110	43.5 %	± 5.7 %
No	101	39.9 %	± 5.7 %
Total	253	100.0 %	

Missing Cases = 28

Response Percent = 90.0 %



Topic 1: Macroeconomic Forecasts

Do you believe there will be more, less or no change in amount of regulation for your company in 2025?

	Number	Percent	95% CI
3=More	69	27.5 %	± 5.1 %
1=Less	79	31.5 %	± 5.3 %
2=No change	103	41.0 %	± 5.7 %
Total	251	100.0 %	

Mean = 1.96

SD = 0.77

Missing Cases = 30

Response Percent = 89.3 %



Topic 1: Macroeconomic Forecasts

How will the change in regulation impact marketing spending levels in your company?

Total	Do you believe there will be more, less or no change in amount of regulation for your company in 2025		
	More A	Less B	
It will increase marketing spending levels	26 17.6%	14 20.3%	12 15.2%
It will decrease marketing spending levels	35 23.6%	32 46.4%	3 3.8%
There will be no impact on marketing spending levels	87 58.8%	23 33.3%	64 81.0%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customers and Channels

By what percent are revenues in your largest sales revenue market growing or decreasing in size?

Minimum = -50

Maximum = 250

Mean = 12.46

Median = 8

Standard Deviation (Unbiased Estimate) = 27.89

95 Percent Confidence Interval Around The Mean = 8.81 - 16.10

Valid Cases = 225

Missing Cases = 56

Response Percent = 80.1%



Topic 2: Customers and Channels

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months.

	Mean & SD	1st Priority	2nd Priority	3rd Priority	Total
Superior product quality	1.59 0.77	86 35.5%	36 14.9%	25 10.3%	147 60.7%
Superior innovation	1.94 0.81	30 12.4%	29 12.0%	25 10.3%	84 34.7%
Low price	1.98 0.85	47 19.4%	35 14.5%	44 18.2%	126 52.1%
Excellent service	2.06 0.74	27 11.2%	50 20.7%	34 14.0%	111 45.9%
Trusting relationship	2.16 0.77	29 12.0%	49 20.2%	50 20.7%	128 52.9%
Customer experience	2.27 0.76	22 9.1%	40 16.5%	53 21.9%	115 47.5%
Creating a positive impact on the world	2.67 0.62	1 0.4%	3 1.2%	11 4.5%	15 6.2%



Topic 2: Customers and Channels

How well does your company perform on the customer's top priority of ...?

N=281

	Total	Customer Top Priority						
		Creating a positive impact on world	Customer experience	Excellent service	Low price	Superior innovation	Superior product quality	Trusting relationship
	A	B	C	D	E	F	G	
1=Poorly	1 0.4%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	0 0.0%	0 0.0%
2	1 0.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.3%	0 0.0%	0 0.0%
3	13 5.4%	0 0.0%	0 0.0%	0 0.0%	13 28.3%	0 0.0%	0 0.0%	0 0.0%
4	20 8.3%	0 0.0%	3 13.6%	4 efg	10 21.7%	0 0.0%	3 3.5%	0 0.0%
5	59 24.5%	0 0.0%	8 36.4%	8 f	12 26.1%	10 33.3%	14 16.3%	7 24.1%
6	100 41.5%	0 0.0%	11 50.0%	11 D	6 BCEFG	15 50.0%	44 51.2%	13 44.8%
7=Excellent	47 19.5%	1 100.0%	0 BcDe	4 AFG	4 a	4 AFg	25 a	9 BD
Mean	5.59	7.00	5.36 DFG	5.56 DFg	4.43 BCEFG	5.67 Df	6.06 BCDe	6.07 BcD

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01



Topic 2: Customers and Channels

Will you use a channel or go directly to market?

	Number	Percent	95% CI
Uses channel partners	187	66.5 %	± 5.6 %
Does not use channel partners	94	33.5 %	± 5.6 %
Total	281	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %



Topic 2: Customers and Channels

What is the biggest challenge in managing your channel partners? (Check the most important challenge)

	Number	Percent	95% CI
Improving data sharing between our company and partners	31	19.9 %	± 3.7 %
Building trust and loyalty with partners	29	18.6 %	± 3.6 %
Keeping channel costs low	28	17.9 %	± 3.5 %
Partners are growing in power	25	16.0 %	± 3.4 %
Ensuring consistency in how partners represent our brand	22	14.1 %	± 3.2 %
<u>Getting quality products and/or services from partners</u>	21	13.5 %	± 3.1 %
Total	156	100.0 %	

Missing Cases = 125

Response Percent = 55.5 %



Topic 2: Customers and Channels

What percent of your sales occur online? Average levels

Minimum = 0

Maximum = 77.98

Mean = 16.52

Median = 2

Standard Deviation (Unbiased Estimate) = 26.03

95 Percent Confidence Interval Around The Mean = 13.39 - 19.64

Valid Cases = 267

Missing Cases = 14

Response Percent = 95.0%

What percent of your sales occur online? Quintiles

Percent Online Sales	Number	Percent	95% CI
0%	106	39.7 %	± 5.7 %
1-10%	78	29.2 %	± 5.3 %
11-49%	41	15.4 %	± 4.2 %
50-99%	26	9.7 %	± 3.4 %
100%	16	6.0 %	± 2.7 %
Total	267	100.0 %	

Missing Cases = 14

Response Percent = 95.0 %



Topic 3: Marketing Budgets

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

Minimum = 0

Maximum = 43.75

Mean = 11.39

Median = 7

Standard Deviation (Unbiased Estimate) = 12.17

95 Percent Confidence Interval Around The Mean = 9.57 - 13.22

Valid Cases = 170

Missing Cases = 111

Response Percent = 60.5%



Topic 3: Marketing Budgets

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

Minimum = 0

Maximum = 48.29

Mean = 9.35

Median = 3

Standard Deviation (Unbiased Estimate) = 13.25

95 Percent Confidence Interval Around The Mean = 7.40 - 11.31

Valid Cases = 176

Missing Cases = 105

Response Percent = 62.6%



Topic 3: Marketing Budgets

By what percent has your marketing spending changed in the prior 12 months?

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Overall marketing spending	3.31	17.20	0.82 - 5.81	0	-42.57	50.26	183
Digital marketing spending	7.25	21.52	4.10 - 10.40	5	-80	100	179



Topic 3: Marketing Budgets

Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in each area.

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Digital marketing spending	11.93	14.52	9.73 - 14.13	10	-23.99	49.53	167
Overall marketing spending	8.93	12.87	7.01 - 10.85	5	-26.51	47.22	172
Brand building	6.59	11.54	4.83 - 8.35	5	-21.74	35.60	165
Customer relationship management	6.12	9.39	4.65 - 7.59	0	-5	34.78	157
New product introductions	5.94	10.48	4.32 - 7.57	2	-20	39.97	160
Customer experience spending	3.46	7.60	2.27 - 4.66	0	-22.85	31.69	155
New service introductions	2.78	6.18	1.81 - 3.75	0	-10	20.02	156
Traditional advertising spending	-0.32	11.23	-2.03 - 1.39	0	-33.72	31.80	166



Topic 3: Marketing Budgets

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

	Mean	SD	95% CI	Median	Total
What percent of your marketing budget do you currently spend on social media?	11.29	11.24	9.61 - 12.97	10	172
What percent will you spend on social media in the next 12 months?	13.34	12.20	11.51 - 15.17	10	171
What percent will you spend on social media in the next five years?	18.37	15.29	16.07 - 20.66	15	171



Topic 4: Marketing Leadership

Which of the following marketing leadership activities does your senior marketing leader find challenging to implement on a regular basis? (Check all that are challenging)

	Number	Percent	95% CI
Demonstrating the impact of marketing actions on financial outcomes	146	64.0 %	± 6.3 %
Focusing data and analytics on the most important marketing problems	118	51.8 %	± 6.5 %
Linking marketing investments to important business objectives	94	41.2 %	± 6.4 %
Leveraging technology to improve customer value	86	37.7 %	± 6.3 %
Communicating the role of the brand in business decisions	85	37.3 %	± 6.3 %
Securing cross-functional support for new marketing investments	79	34.6 %	± 6.2 %
Infusing customer's point of view in business decisions	55	24.1 %	± 5.6 %
Using business terminology that resonates outside of the marketing function	29	12.7 %	± 4.4 %
Total	692		

Number of Cases = 228

Number of Responses = 692

Average Number of Responses per Case = 3.0

Number of Cases With At Least One Response = 228

Response Percent = 100.0 %



Topic 4: Marketing Leadership

Which of the following do you believe should be the most important objective for the marketing function in 2025?

	Mean & SD	1=Most Important			Total
		2	3		
Maximize company profitability	1.89 0.80	28 12.2%	27 11.7%	20 8.7%	75 32.6%
Define and deliver value that customers want and consider fair	2.03 0.86	32 13.9%	25 10.9%	35 15.2%	92 40.0%
Innovate and grow the company	1.89 0.82	52 22.6%	42 18.3%	37 16.1%	131 57.0%
Build, maintain, and/or repair our brand reputation	1.95 0.79	32 13.9%	35 15.2%	27 11.7%	94 40.9%
Attract investors and/or business partners	2.36 0.76	4 1.7%	8 3.5%	13 5.7%	25 10.9%
Define and defend our market position relative to competition	1.96 0.78	33 14.3%	41 17.8%	29 12.6%	103 44.8%
Maximize the efficiency of marketing spending	2.08 0.82	32 13.9%	36 15.7%	41 17.8%	109 47.4%
Cut marketing costs; reduce budget	2.17 0.98	2 0.9%	1 0.4%	3 1.3%	6 2.6%
Invest in new talent and/or capabilities	2.17 0.84	15 6.5%	15 6.5%	24 10.4%	54 23.5%



Topic 4: Marketing Leadership

Which of the following do you think your leadership believes should be the most important objective for the marketing function in 2025?

	Mean & SD	1=Most Important	2	3	Total
Maximize company profitability	1.80 0.84	64 27.9%	37 16.2%	37 16.2%	138 60.3%
Define and deliver value that customers want and consider fair	2.07 0.81	18 7.9%	21 9.2%	22 9.6%	61 26.6%
Innovate and grow the company	1.74 0.80	60 26.2%	37 16.2%	28 12.2%	125 54.6%
Build, maintain, and/or repair our brand reputation	1.97 0.86	23 10.0%	17 7.4%	21 9.2%	61 26.6%
Attract investors and/or business partners	1.93 0.81	10 4.4%	10 4.4%	8 3.5%	28 12.2%
Define and defend our market position relative to competition	2.31 0.74	15 6.6%	32 14.0%	43 18.8%	90 39.3%
Maximize the efficiency of marketing spending	2.12 0.75	26 11.4%	48 21.0%	39 17.0%	113 49.3%
Cut marketing costs; reduce budget	2.11 0.76	11 4.8%	20 8.7%	16 7.0%	47 20.5%
Invest in new talent and/or capabilities	2.52 0.67	2 0.9%	7 3.1%	14 6.1%	23 10.0%



Topic 4: Marketing Leadership

What is marketing primarily responsible for in your company?

	Number	Percent	95% CI
Digital marketing	217	91.9 %	± 3.5 %
Brand	212	89.8 %	± 3.9 %
Advertising	202	85.6 %	± 4.5 %
Social media	189	80.1 %	± 5.1 %
Marketing analytics	180	76.3 %	± 5.5 %
Positioning	177	75.0 %	± 5.6 %
Promotion	167	70.8 %	± 5.9 %
Marketing research	163	69.1 %	± 5.9 %
Marketing technology	162	68.6 %	± 6.0 %
Lead generation	153	64.8 %	± 6.1 %
Public relations	147	62.3 %	± 6.2 %
Competitive intelligence	121	51.3 %	± 6.4 %
Customer Insight	113	47.9 %	± 6.4 %
Customer experience	95	40.3 %	± 6.3 %
Customer relationship management	86	36.4 %	± 6.2 %
Market entry strategies	80	33.9 %	± 6.1 %
e-commerce	77	32.6 %	± 6.0 %
Revenue growth	76	32.2 %	± 6.0 %
New products or new services	68	28.8 %	± 5.8 %
Innovation	62	26.3 %	± 5.7 %
Pricing	61	25.8 %	± 5.6 %
Sales	46	19.5 %	± 5.1 %
Market selection	40	16.9 %	± 4.8 %
Talent acquisition and retention	30	12.7 %	± 4.3 %
Privacy	28	11.9 %	± 4.2 %
Customer service	27	11.4 %	± 4.1 %
Sustainability	21	8.9 %	± 3.7 %
Distribution	17	7.2 %	± 3.3 %
Stock market performance	0	0.0 %	± 0.0 %
Total	3017		

Number of Cases = 236

Number of Responses = 3017

Average Number of Responses per Case = 12.8

Number of Cases With At Least One Response = 236

Response Percent = 100.0 %



Topic 4: Marketing Leadership

Rate yourself/your senior marketing leader on the following traits and skills.

	Mean	Weak						Excellent			Total
		1=	2	3	4	5	6	7			
Fostering a customer-first culture	5.69	1 0.5%	2 0.9%	4 1.8%	19 8.7%	53 24.3%	90 41.3%	49 22.5%		218 100.0%	
Building relationships with members of c-suite	5.92	0 0.0%	2 0.9%	4 1.8%	10 4.6%	49 22.5%	82 37.6%	71 32.6%		218 100.0%	
Managing marketing as a growth engine	5.50	2 0.9%	2 0.9%	9 4.1%	21 9.6%	66 30.3%	74 33.9%	44 20.2%		218 100.0%	
Able to resolve ambiguity	5.53	2 0.9%	4 1.8%	10 4.6%	18 8.3%	60 27.6%	72 33.2%	51 23.5%		217 100.0%	
Developing marketing capabilities around key success factors for the company	5.59	2 0.9%	4 1.8%	6 2.8%	18 8.3%	49 22.5%	100 45.9%	39 17.9%		218 100.0%	
Leading, not just executing	5.78	2 0.9%	4 1.8%	5 2.3%	18 8.3%	40 18.4%	78 35.9%	70 32.3%		217 100.0%	
Enabling talent	5.60	2 0.9%	4 1.8%	7 3.2%	25 11.5%	49 22.6%	71 32.7%	59 27.2%		217 100.0%	
Curiosity	5.82	1 0.5%	6 2.8%	3 1.4%	25 11.5%	35 16.1%	64 29.4%	84 38.5%		218 100.0%	
Enjoys a challenge	6.06	0 0.0%	6 2.8%	2 0.9%	8 3.7%	33 15.1%	77 35.3%	92 42.2%		218 100.0%	
Agile when change is required	5.95	1 0.5%	5 2.3%	4 1.8%	8 3.7%	37 17.1%	83 38.2%	79 36.4%		217 100.0%	
Resilient when facing threats	5.84	2 0.9%	4 1.9%	2 0.9%	11 5.1%	49 22.7%	80 37.0%	68 31.5%		216 100.0%	
Able to balance the short-term and the long-run	5.53	1 0.5%	3 1.4%	7 3.3%	29 13.5%	47 21.9%	85 39.5%	43 20.0%		215 100.0%	



Topic 4: Marketing Leadership

Rate how well marketing works with different functions to build your company's brand.

	Mean	1=Very little	2	3	4	5	6	7=A great deal	Total
Marketing and sales/distribution work closely together to build the brand	5.63	1 0.5%	4 1.8%	7 3.2%	26 12.0%	46 21.2%	73 33.6%	60 27.6%	217 100.0%
Marketing and human resources work closely together to build the brand	4.42	12 5.5%	27 12.4%	23 10.6%	39 18.0%	50 23.0%	44 20.3%	22 10.1%	217 100.0%
Marketing and operations/production work closely together to build the brand	4.70	6 2.8%	19 8.8%	29 13.4%	30 13.8%	56 25.8%	50 23.0%	27 12.4%	217 100.0%
Marketing and finance work closely together to build the brand	4.48	13 6.0%	24 11.1%	23 10.6%	33 15.2%	57 26.3%	43 19.8%	24 11.1%	217 100.0%
Marketing and IT/digital work closely together to build the brand	4.87	7 3.2%	14 6.5%	23 10.6%	36 16.7%	47 21.8%	55 25.5%	34 15.7%	216 100.0%



Topic 4: Marketing Leadership

How has marketing's role within your organization changed in the last five years?

	Number	Percent	95% CI
-7=Significantly narrowed	1	0.5 %	± 0.7 %
-6	1	0.5 %	± 0.7 %
-5	0	0.0 %	± 0.0 %
-4	2	0.9 %	± 1.0 %
-3	6	2.8 %	± 1.7 %
-2	5	2.3 %	± 1.6 %
-1	7	3.2 %	± 1.8 %
0=No Change	17	7.8 %	± 2.8 %
1	16	7.4 %	± 2.7 %
2	27	12.4 %	± 3.5 %
3	22	10.1 %	± 3.2 %
4	29	13.4 %	± 3.6 %
5	29	13.4 %	± 3.6 %
6	23	10.6 %	± 3.2 %
7=Significantly broadened	32	14.7 %	± 3.7 %
Total	217	100.0 %	

Mean = 3.24

SD = 2.91

Missing Cases = 64

Response Percent = 77.2 %



Topic 4: Marketing Leadership

How has marketing's influence within your organization changed in the last five years?

	Number	Percent	95% CI
-7=Significantly weakened	2	0.9 %	± 1.0 %
-6	0	0.0 %	± 0.0 %
-5	0	0.0 %	± 0.0 %
-4	3	1.4 %	± 1.2 %
-3	3	1.4 %	± 1.2 %
-2	8	3.7 %	± 2.0 %
-1	11	5.1 %	± 2.3 %
0=No Change	24	11.1 %	± 3.3 %
1	14	6.5 %	± 2.6 %
2	29	13.4 %	± 3.6 %
3	26	12.0 %	± 3.4 %
4	22	10.1 %	± 3.2 %
5	26	12.0 %	± 3.4 %
6	26	12.0 %	± 3.4 %
7=Significantly strengthened	23	10.6 %	± 3.2 %
Total	217	100.0 %	

Mean = 2.87

SD = 2.93

Missing Cases = 64

Response Percent = 77.2 %



Topic 4: Marketing Leadership

Do you think the title for the senior marketing leader in your company will be different in 5 years?

	Number	Percent	95% CI
Yes	67	30.7 %	± 5.0 %
No	151	69.3 %	± 5.9 %
Total	218	100.0 %	

Missing Cases = 63

Response Percent = 77.6 %



Topic 4: Marketing Leadership

If yes, what will that title be?

Broad Category	Specific Titles	Percent Responding
Chief Marketing Officer	Chief Marketing Officer	39.1%
Growth-Focused Titles	Chief Growth Officer Chief Growth and Sustainability Officer Chief Strategy and Revenue Officer Chief Revenue Officer Head of Innovation	26.1%
Customer/Client-Focused Titles	Chief Customer Officer Chief Client Officer Customer Acquisition Leader Chief Experience Officer	15.2%
Other Marketing Leadership Titles	SVP, VP, Head of Marketing	13.1%
Brand-Focused Titles	Chief Brand Officer Senior Director Brand Equity VP of Brand Growth	6.5%
		100%



Topic 4: Marketing Leadership

Rate whether marketing feels increasing pressure from the following leaders to prove the value of marketing.

	Yes	No	Total
CEO	127 61.4%	80 38.6%	207 100.0%
Board	37 50.0%	37 50.0%	74 100.0%
CFO	131 63.3%	76 36.7%	207 100.0%



Topic 4: Marketing Leadership

How many direct and indirect reports do you have?

	Median	Mean	SD	Minimum	Maximum	Range	Total
How many direct reports do you have?	5	8.73	15.27	0	98.68	98.68	208
How many indirect reports (dotted-line) reports do you have?	9	38.65	89.68	0	571.33	571.33	184



Topic 4: Marketing Leadership

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

	Number	Percent	95% CI
1=Not at all	54	25.5 %	± 4.6 %
2	40	18.9 %	± 4.1 %
3	26	12.3 %	± 3.4 %
4	33	15.6 %	± 3.8 %
5	29	13.7 %	± 3.6 %
6	21	9.9 %	± 3.1 %
7=Very likely	9	4.2 %	± 2.1 %
Total	212	100.0 %	

Mean = 3.20

Missing Cases = 69

Response Percent = 75.4 %



Topic 5: Use of AI in Marketing

To what extent is your company using artificial intelligence or machine learning in optimizing and automating marketing efforts? (0% of the time-100% of the time)

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Current	17.20	17.83	14.79 - 19.61	10	0	85	211
Next three years	44.22	23.73	41.01 - 47.43	40	0	100	210



Topic 5: Use of AI in Marketing

What percent of the time is your company using generative AI in its marketing activities?

Minimum = 0

Maximum = 98

Mean = 15.12

Median = 10

Standard Deviation (Unbiased Estimate) = 18.49

95 Percent Confidence Interval Around The Mean = 12.62 - 17.62

Valid Cases = 210

Missing Cases = 71

Response Percent = 74.7%



Topic 5: Use of AI in Marketing

Rate how well your company is managing the following challenges associated with using generative AI in marketing:

	Mean	1=Not at all	2	3	4	5	6	7=Very effectively	Total
Implementing security measures to protect customer information	4.60	19 11.7%	10 6.2%	14 8.6%	28 17.3%	29 17.9%	26 16.0%	36 22.2%	162 100.0%
Ensuring that the marketing strategy that generative AI produces is a good fit for your brand	4.27	11 6.8%	19 11.7%	18 11.1%	32 19.8%	42 25.9%	29 17.9%	11 6.8%	162 100.0%
Ensuring that the marketing strategy that generative AI produces is a good fit for your target markets	4.17	11 6.9%	19 11.9%	19 11.9%	39 24.4%	39 24.4%	21 13.1%	12 7.5%	160 100.0%
Understanding how content or decisions are being made	4.10	14 8.8%	18 11.3%	14 8.8%	43 26.9%	45 28.1%	15 9.4%	11 6.9%	160 100.0%
Reducing susceptibility to attacks by malicious actors	3.99	31 19.3%	14 8.7%	16 9.9%	32 19.9%	27 16.8%	15 9.3%	26 16.1%	161 100.0%
Minimizing bias and ensuring fairness	3.74	28 17.5%	15 9.4%	20 12.5%	43 26.9%	26 16.3%	17 10.6%	11 6.9%	160 100.0%
Investing in hiring and building expertise necessary to use generative AI	3.44	30 18.6%	26 16.1%	25 15.5%	33 20.5%	27 16.8%	10 6.2%	10 6.2%	161 100.0%
Investing in hardware necessary for generative AI to work well	3.20	41 25.3%	27 16.7%	24 14.8%	28 17.3%	24 14.8%	7 4.3%	11 6.8%	162 100.0%



Topic 5: Use of AI in Marketing

Rate how the use of any type of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company when using AI:

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Sales productivity	8.56	14.26	6.48 - 10.64	3	0	90	181
Marketing overhead costs	10.75	14.66	8.63 - 12.87	5	0	90	184
Customer satisfaction	8.53	15.10	6.34 - 10.73	1	0	90	182



Topic 6: Marketing Jobs

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

Minimum = -50

Maximum = 100

Mean = 5.37

Median = 0

Standard Deviation (Unbiased Estimate) = 20.50

95 Percent Confidence Interval Around The Mean = 2.59 - 8.14

Valid Cases = 210

Missing Cases = 71

Response Percent = 74.7%



Topic 6: Marketing Jobs

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

Minimum = -23.64

Maximum = 34.96

Mean = 4.97

Median = 0.50

Standard Deviation (Unbiased Estimate) = 9.85

95 Percent Confidence Interval Around The Mean = 3.63 - 6.31

Valid Cases = 207

Missing Cases = 74

Response Percent = 73.7%



Topic 6: Marketing Jobs

What is your biggest people challenge in your marketing organization?

	Number	Percent	95% CI
Hiring the best people	87	41.3 %	± 5.5 %
Identifying the best people	45	21.3 %	± 4.3 %
Retaining the best people	41	19.4 %	± 4.2 %
Training the best people	38	18.0 %	± 4.0 %
Total	211	100.0 %	

Missing Cases = 70

Response Percent = 75.1 %



Topic 6: Marketing Jobs

Why is that your biggest people challenge?

Hiring the best people (41.3% of respondents)

- Compensation too low: 22.7%
- Difficult to find specific expertise: 16.7%
- Scarcity of talent: 16.7%
- Competitive offers: 12.1%
- Failure to invest in hiring: 12.1%
- Location disadvantage: 7.6%
- Difficult to match culture: 6.1%
- Return to office policy: 6.1%

Identifying the best people (21.3 % of respondents)

- Difficult to find skill set: 39.4%
- Weak internal programs/processes: 24.2%
- Hard to screen: 21.2%
- Location disadvantages: 9.1%
- Leadership challenges: 6.1%

Retaining the best people (19.4% of respondents)

- Limited career growth: 33.3%
- Competitive offers: 24.2%
- Compensation too low: 18.2%
- Culture challenges: 9.1%
- High level of company change: 9.1%
- Return to office policy: 6.1%

Training (18% of respondents)

- We lack training programs: 43.8%
- Time and \$ resource constraints: 25%
- Level of change difficult to keep up with: 18.7%
- Short-term focus: 9.4%
- Change is difficult for some employees: 3.1%



Topic 6: Marketing Jobs

For marketing hiring, distribute 100 points across these different types of employees you plan to hire in the next year.

	Mean	SD	95% CI	Median	Minimum	Maximum	Total
Full-time employees	77.9	25.2	73.0 - 82.8	85	0	100	101
Part-time independent subcontractors	9.9	17.6	6.5 - 13.3	0	0	100	101
Full-time independent subcontractors	7.8	16.1	4.7 - 10.9	0	0	90	101
Part-time employees	4.4	12.7	2.0 - 6.9	0	0	90	101



Topic 7: Marketing Performance

Rate your company's performance during the prior 12 months: Sales revenue

	Number	Percent	Cumulative
-75%	1	0.6 %	0.6 %
-50%	0	0.0 %	0.6 %
-40%	0	0.0 %	0.6 %
-30%	2	1.1 %	1.7 %
-20%	2	1.1 %	2.8 %
-10%	3	1.7 %	4.5 %
-7%	1	0.6 %	5.0 %
-5%	7	3.9 %	8.9 %
-3%	10	5.6 %	14.5 %
-1%	7	3.9 %	18.4 %
0	20	11.2 %	29.6 %
+1%	5	2.8 %	32.4 %
+3%	17	9.5 %	41.9 %
+5%	21	11.7 %	53.6 %
+7%	10	5.6 %	59.2 %
+10%	36	20.1 %	79.3 %
+20%	21	11.7 %	91.1 %
+30%	7	3.9 %	95.0 %
+40%	2	1.1 %	96.1 %
+50%	2	1.1 %	97.2 %
+75%	5	2.8 %	100.0 %
Total	179	100.0 %	100.0 %

Mean = 8.34

SD = 17.13

Missing Cases = 102

Response Percent = 63.7 %



Topic 7: Marketing Performance

Rate your company's performance during the prior 12 months: Profits

	Number	Percent	Cumulative
-75%	1	0.6 %	0.6 %
-50%	2	1.2 %	1.7 %
-40%	0	0.0 %	1.7 %
-30%	2	1.2 %	2.9 %
-20%	1	0.6 %	3.5 %
-10%	7	4.0 %	7.5 %
-7%	3	1.7 %	9.2 %
-5%	5	2.9 %	12.1 %
-3%	2	1.2 %	13.3 %
-1%	5	2.9 %	16.2 %
0	22	12.7 %	28.9 %
+1%	9	5.2 %	34.1 %
+3%	18	10.4 %	44.5 %
+5%	14	8.1 %	52.6 %
+7%	11	6.4 %	59.0 %
+10%	35	20.2 %	79.2 %
+20%	17	9.8 %	89.0 %
+30%	10	5.8 %	94.8 %
+40%	2	1.2 %	96.0 %
+50%	3	1.7 %	97.7 %
+75%	4	2.3 %	100.0 %
Total	173	100.0 %	100.0 %

Mean = 7.79

SD = 18.18

Missing Cases = 108

Response Percent = 61.6 %



Topic 7: Marketing Performance

Rate your company's performance during the prior 12 months: Customer acquisition

	Number	Percent	Cumulative
-75%	0	0.0 %	0.0 %
-50%	0	0.0 %	0.0 %
-40%	0	0.0 %	0.0 %
-30%	1	0.6 %	0.6 %
-20%	3	1.8 %	2.4 %
-10%	5	2.9 %	5.3 %
-7%	1	0.6 %	5.9 %
-5%	5	2.9 %	8.8 %
-3%	5	2.9 %	11.8 %
-1%	5	2.9 %	14.7 %
0	22	12.9 %	27.6 %
+1%	15	8.8 %	36.5 %
+3%	21	12.4 %	48.8 %
+5%	28	16.5 %	65.3 %
+7%	4	2.4 %	67.6 %
+10%	24	14.1 %	81.8 %
+20%	20	11.8 %	93.5 %
+30%	4	2.4 %	95.9 %
+40%	2	1.2 %	97.1 %
+50%	0	0.0 %	97.1 %
+75%	5	2.9 %	100.0 %
Total	170	100.0 %	100.0 %

Mean = 7.46

SD = 15.34

Missing Cases = 111

Response Percent = 60.5 %



Topic 7: Marketing Performance

Rate your company's performance during the prior 12 months: Customer retention

	Number	Percent	Cumulative
-75%	0	0.0 %	0.0 %
-50%	0	0.0 %	0.0 %
-40%	0	0.0 %	0.0 %
-30%	0	0.0 %	0.0 %
-20%	0	0.0 %	0.0 %
-10%	7	4.2 %	4.2 %
-7%	0	0.0 %	4.2 %
-5%	9	5.5 %	9.7 %
-3%	12	7.3 %	17.0 %
-1%	5	3.0 %	20.0 %
0	51	30.9 %	50.9 %
+1%	9	5.5 %	56.4 %
+3%	17	10.3 %	66.7 %
+5%	17	10.3 %	77.0 %
+7%	1	0.6 %	77.6 %
+10%	19	11.5 %	89.1 %
+20%	3	1.8 %	90.9 %
+30%	0	0.0 %	90.9 %
+40%	2	1.2 %	92.1 %
+50%	1	0.6 %	92.7 %
+75%	12	7.3 %	100.0 %
Total	165	100.0 %	100.0 %

Mean = 7.73

SD = 20.38

Missing Cases = 116

Response Percent = 58.7 %



Topic 7: Marketing Performance

Rate your company's performance during the prior 12 months: Brand value

	Number	Percent	Cumulative
-75%	1	0.6 %	0.6 %
-50%	0	0.0 %	0.6 %
-40%	0	0.0 %	0.6 %
-30%	1	0.6 %	1.2 %
-20%	0	0.0 %	1.2 %
-10%	3	1.8 %	3.0 %
-7%	0	0.0 %	3.0 %
-5%	5	3.0 %	6.0 %
-3%	0	0.0 %	6.0 %
-1%	4	2.4 %	8.4 %
0	47	28.1 %	36.5 %
+1%	10	6.0 %	42.5 %
+3%	11	6.6 %	49.1 %
+5%	27	16.2 %	65.3 %
+7%	5	3.0 %	68.3 %
+10%	21	12.6 %	80.8 %
+20%	16	9.6 %	90.4 %
+30%	6	3.6 %	94.0 %
+40%	1	0.6 %	94.6 %
+50%	3	1.8 %	96.4 %
+75%	6	3.6 %	100.0 %
Total	167	100.0 %	100.0 %

Mean = 8.38

SD = 17.87

Missing Cases = 114

Response Percent = 59.4 %



Topic 8: The CMO Survey Award for Marketing Excellence

Which company across all industries sets the standard for excellence in marketing? - Overall Winner

Apple, Inc.



Topic 8: The CMO Survey Award for Marketing Excellence

Which company in your industry sets the standard for excellence in marketing? -Industry-Specific Winners

Amazon, Inc.

Nike, Inc.

The Proctor & Gamble Company

Salesforce, Inc.

Airbnb, Inc.



Appendix: Company-level Descriptive Information

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

	Number	Percent	95% CI
B2B - Product	101	36.2 %	± 5.6 %
B2B - Services	62	22.2 %	± 4.9 %
B2C - Product	72	25.8 %	± 5.1 %
B2C - Services	44	15.8 %	± 4.3 %
Total	279	100.0 %	

Missing Cases = 2

Response Percent = 99.3 %



Appendix: Company-level Descriptive Information

Industry Sector

	Number	Percent	95% CI
Tech Software Platform	44	15.7 %	± 4.3 %
Healthcare	35	12.5 %	± 3.9 %
Manufacturing	32	11.4 %	± 3.7 %
Banking Finance Insurance	30	10.7 %	± 3.6 %
Retail Wholesale	29	10.3 %	± 3.6 %
Consumer Packaged Goods	28	10.0 %	± 3.5 %
Pharma Biotech	19	6.8 %	± 3.0 %
Professional Services	15	5.3 %	± 2.6 %
Communications Media	10	3.6 %	± 2.2 %
Transportation	9	3.2 %	± 2.1 %
Education	7	2.5 %	± 1.8 %
Consumer Services	7	2.5 %	± 1.8 %
Real Estate	7	2.5 %	± 1.8 %
Energy	6	2.1 %	± 1.7 %
<u>Mining Construction</u>	<u>3</u>	<u>1.1 %</u>	<u>± 1.2 %</u>
Total	281	100.0 %	

Missing Cases = 0

Response Percent = 100.0 %



Appendix: Company-level Descriptive Information

How many employees are in your company?

Number of Employees	Number	Percent	95% CI
<50	33	11.8 %	± 3.8 %
50- 99	19	6.8 %	± 3.0 %
100- 499	53	18.9 %	± 4.6 %
500- 999	21	7.5 %	± 3.1 %
1,000- 2,499	31	11.1 %	± 3.7 %
2,500- 4,999	17	6.0 %	± 2.8 %
5000- 9999	24	8.6 %	± 3.3 %
<u>10,000+</u>	<u>82</u>	<u>29.3 %</u>	<u>± 5.4 %</u>
Total	280	100.0 %	

Missing Cases = 1

Response Percent = 99.6 %



Appendix: Company-level Descriptive Information

What was your company's sales revenue in last 12 months?

	Number	Percent	Cumulative
Less than \$10 million	32	11.6 %	11.6 %
\$10-25 million	15	5.4 %	17.0 %
\$26-99 million	32	11.6 %	28.6 %
\$100-499 million	55	19.9 %	48.6 %
\$500-999 million	20	7.3 %	55.8 %
\$1-2.5 billion	35	12.7 %	68.5 %
\$2.6-5 billion	26	9.4 %	77.9 %
\$5.1-9.9 billion	10	3.6 %	81.5 %
\$10-49 billion	34	12.3 %	93.8 %
More than \$50+ billion	17	6.2 %	100.0 %
Total	276	100.0 %	100.0 %

Missing Cases = 5

Response Percent = 98.2 %



Appendix: Company-level Descriptive Information

Does your company sell its products and/or services to the government?

	Number	Percent	95% CI
Yes	114	41.2 %	± 5.8 %
No	163	58.8 %	± 5.8 %
Total	277	100.0 %	

Missing Cases = 4

Response Percent = 98.6 %

Next Survey: 2026

- Sign up to participate: <https://cmosurvey.org/participate/>
- Review the full history of CMO Survey results from 2008-2025: <https://cmosurvey.org/results/>
- Read Professor Moorman's analysis: <https://cmosurvey.org/blog/>
- Read the media coverage: <https://cmosurvey.org/media-release/>
- Send comments and suggestions to Professor Christine Moorman: moorman@duke.edu
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