



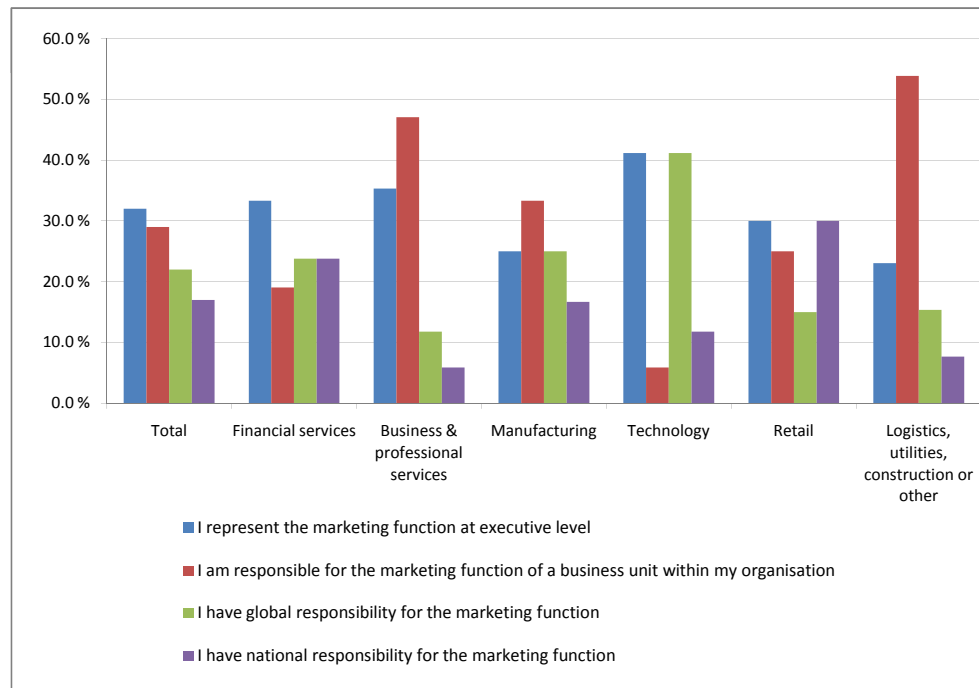
Influence of Economic Change on Marketing

- 1 [What is the scope of your marketing decision-making responsibility?](#)
- 2 [How many employees does your company have?](#)
- 3 [What type of business do you work for?](#)
- 4 [How many employees are there in your marketing department?](#)
- 5 [Roughly, what percentage of your organisation's annual budget is allocated to marketing?](#)
- 6 [Which three of the following business objectives are most important for marketing at present?](#)
- 7 [Which three of the following business objectives are most important for marketing at present? \(1st choice\)](#)
- 8 [Which three of the following business objectives are most important for marketing at present? \(2nd choice\)](#)
- 9 [Which three of the following business objectives are most important for marketing at present? \(3rd choice\)](#)
- 10 [How are marketing decisions CURRENTLY made in your organisation?](#)
- 11 [How were marketing decisions HISTORICALLY made in your organisation?](#)
- 12 [Is this change due to the current economic climate?](#)
- 13 [What do you use to justify your marketing decisions?](#)
- 14 [What type of predictive software do you use?](#)
- 15 [How much value do you place in information obtained from predictive software when making marketing decisions?](#)
- 16 [Why do you not use predictive software?](#)
- 17 [Does your marketing team work closely with other departments to improve customer acquisition, retention and service?](#)
- 18 [With which department does your marketing team mainly work with?](#)
- 19 [Do any other departments in your organisation use predictive software?](#)
- 20 [Which other departments use predictive software?](#)
- 21 [Is the information generated by the predictive software used in other departments shared with you in order for you to make marketing decisions?](#)
- 22 [Does every department use the same predictive software solution?](#)
- 23 [Do you feel the role of marketing has changed within your organisation in the past year?](#)
- 24 [Have you heard of the term Chief Customer Officer?](#)
- 25 [Does your organisation have a Chief Customer Officer?](#)
- 26 [Does your organisation need a Chief Customer Officer?](#)
- 27 [Do you know if your organisation plans to appoint a Chief Customer Officer in the coming year?](#)
- 28 [What is or do you believe to be the main focus of the CCO?](#)
- 29 [In your view, what type of background should the ideal Chief Customer Officer have?](#)
- 30 [And finally, what level of seniority do you believe a Chief Customer Officer should have?](#)
- 31 [Which single department do you believe a Chief Customer Officer should work in?](#)

[<< Back](#)

What is the scope of your marketing decision-making responsibility?

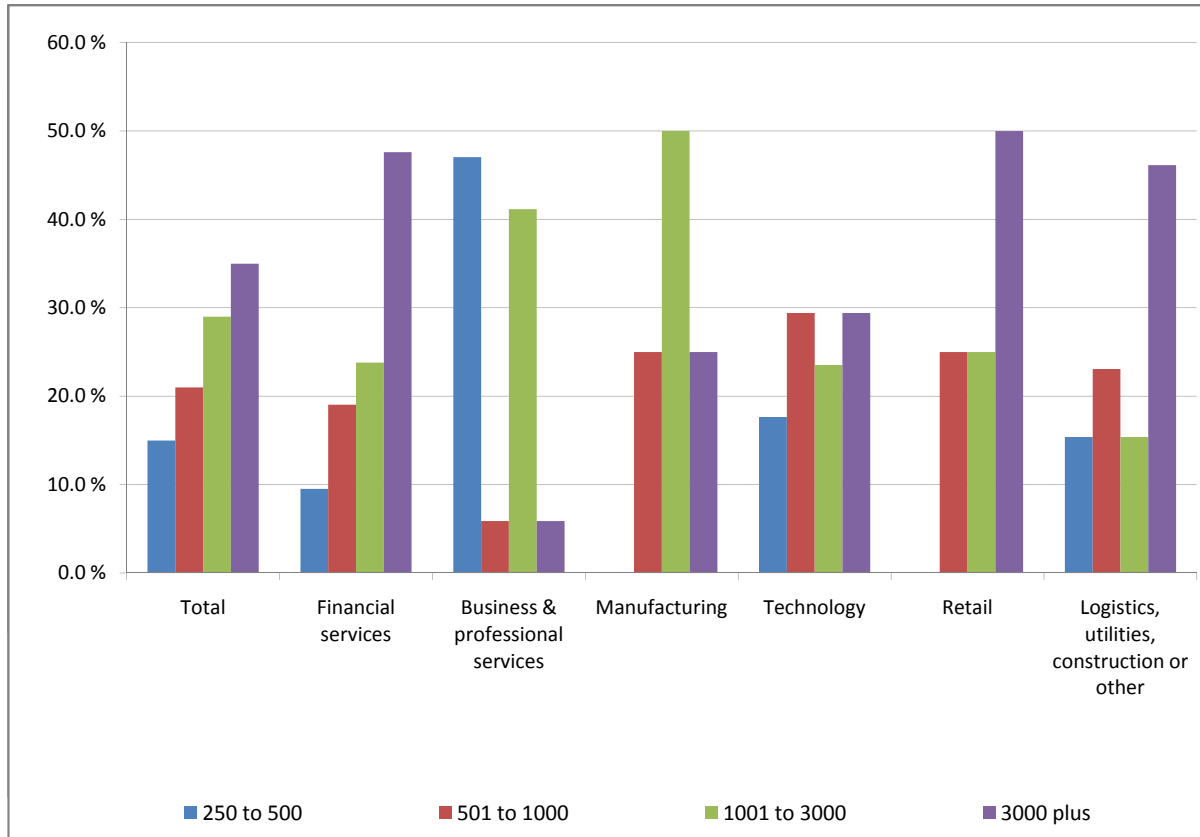
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
I represent the marketing function at executive level	32.0 %	33.3 %	35.3 %	25.0 %	41.2 %	30.0 %	23.1 %
I am responsible for the marketing function of a business unit within my organisation	29.0 %	19.0 %	47.1 %	33.3 %	5.9 %	25.0 %	53.8 %
I have global responsibility for the marketing function	22.0 %	23.8 %	11.8 %	25.0 %	41.2 %	15.0 %	15.4 %
I have national responsibility for the marketing function	17.0 %	23.8 %	5.9 %	16.7 %	11.8 %	30.0 %	7.7 %
Base	100	21	17	12	17	20	13



[<< Back](#)

How many employees does your company have?

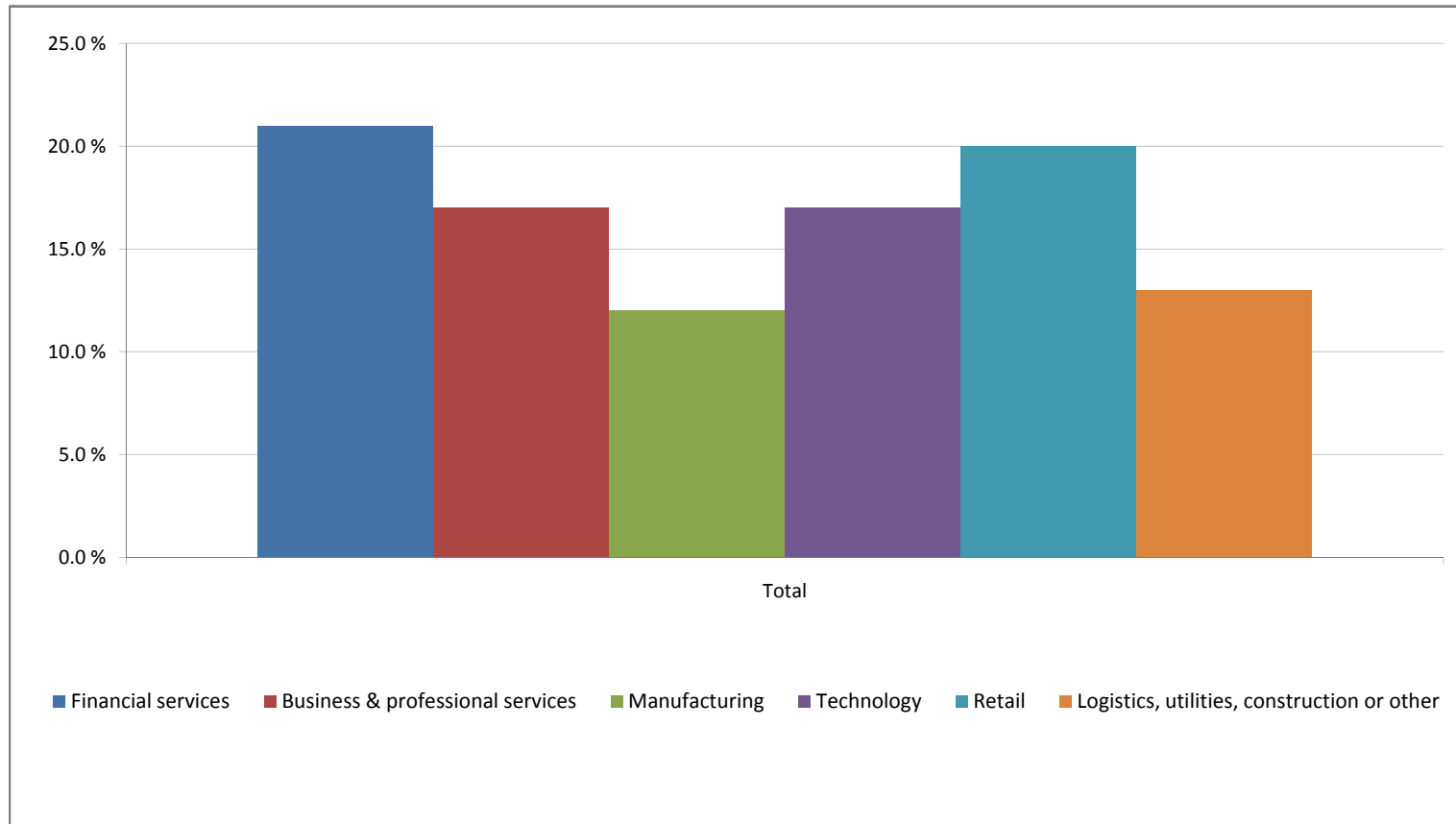
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
250 to 500	15.0 %	9.5 %	47.1 %	0.0 %	17.6 %	0.0 %	15.4 %
501 to 1000	21.0 %	19.0 %	5.9 %	25.0 %	29.4 %	25.0 %	23.1 %
1001 to 3000	29.0 %	23.8 %	41.2 %	50.0 %	23.5 %	25.0 %	15.4 %
3000 plus	35.0 %	47.6 %	5.9 %	25.0 %	29.4 %	50.0 %	46.2 %



[<< Back](#)

What type of business do you work for?

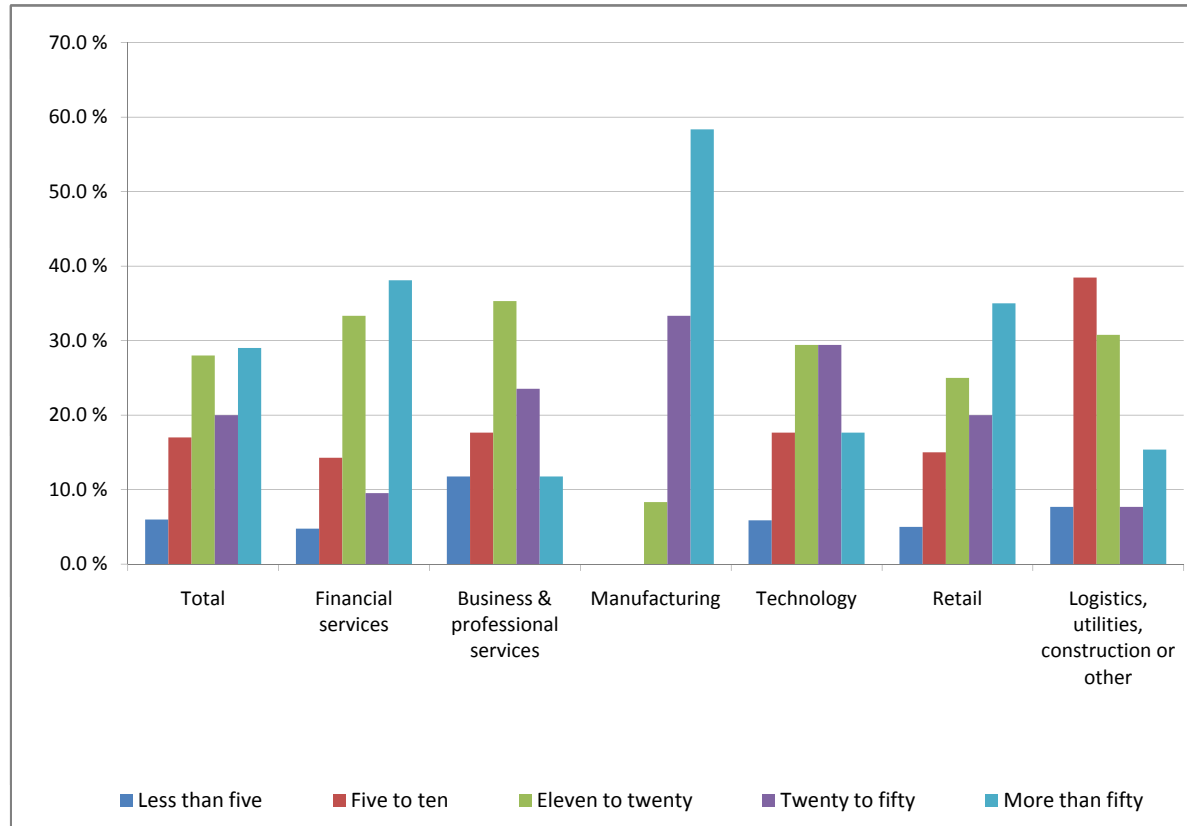
	Total
Financial services	21.0 %
Business & professional services	17.0 %
Manufacturing	12.0 %
Technology	17.0 %
Retail	20.0 %
Logistics, utilities, construction or other	13.0 %



[<< Back](#)

How many employees are there in your marketing department?

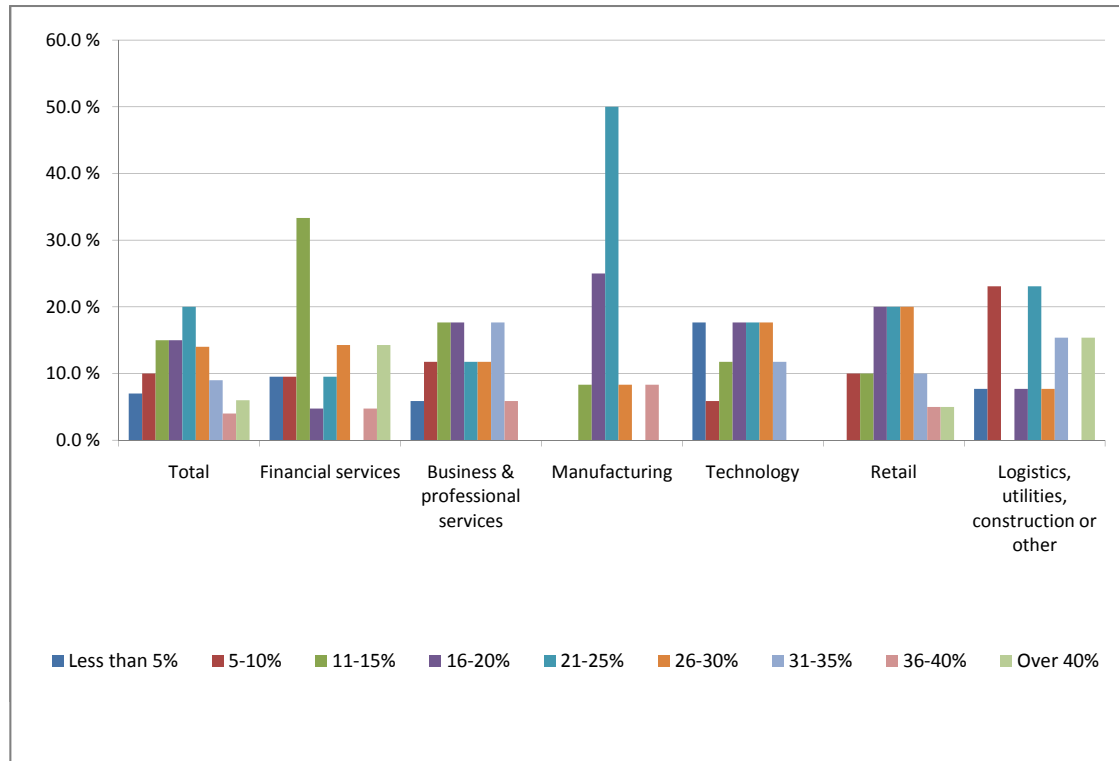
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Less than five	6.0 %	4.8 %	11.8 %	0.0 %	5.9 %	5.0 %	7.7 %
Five to ten	17.0 %	14.3 %	17.6 %	0.0 %	17.6 %	15.0 %	38.5 %
Eleven to twenty	28.0 %	33.3 %	35.3 %	8.3 %	29.4 %	25.0 %	30.8 %
Twenty to fifty	20.0 %	9.5 %	23.5 %	33.3 %	29.4 %	20.0 %	7.7 %
More than fifty	29.0 %	38.1 %	11.8 %	58.3 %	17.6 %	35.0 %	15.4 %



[<< Back](#)

Roughly, what percentage of your organisation's annual budget is allocated to marketing?

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Less than 5%	7.0 %	9.5 %	5.9 %	0.0 %	17.6 %	0.0 %	7.7 %
5-10%	10.0 %	9.5 %	11.8 %	0.0 %	5.9 %	10.0 %	23.1 %
11-15%	15.0 %	33.3 %	17.6 %	8.3 %	11.8 %	10.0 %	0.0 %
16-20%	15.0 %	4.8 %	17.6 %	25.0 %	17.6 %	20.0 %	7.7 %
21-25%	20.0 %	9.5 %	11.8 %	50.0 %	17.6 %	20.0 %	23.1 %
26-30%	14.0 %	14.3 %	11.8 %	8.3 %	17.6 %	20.0 %	7.7 %
31-35%	9.0 %	0.0 %	17.6 %	0.0 %	11.8 %	10.0 %	15.4 %
36-40%	4.0 %	4.8 %	5.9 %	8.3 %	0.0 %	5.0 %	0.0 %
Over 40%	6.0 %	14.3 %	0.0 %	0.0 %	0.0 %	5.0 %	15.4 %

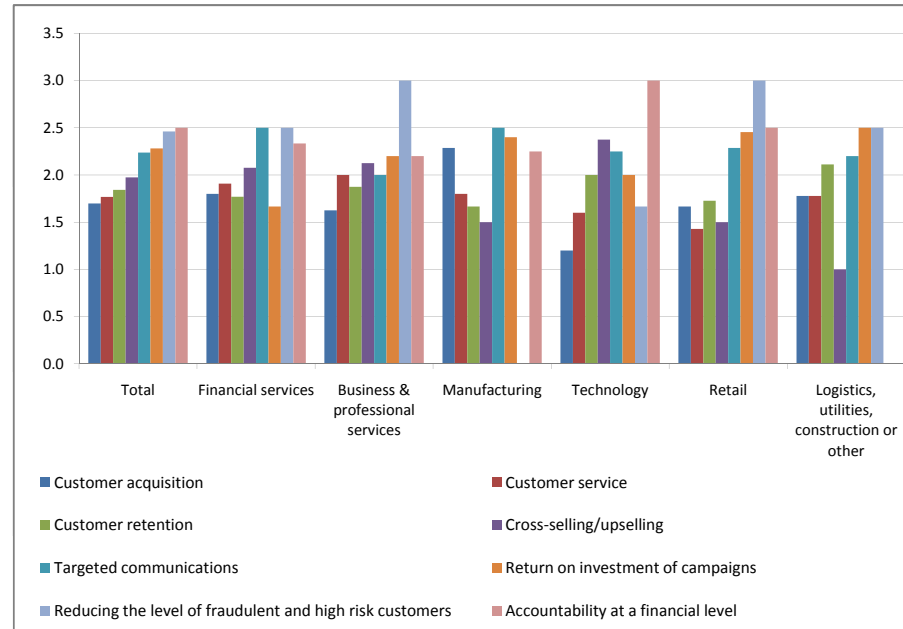


[<< Back](#)

Which three of the following business objectives are most important for marketing at present? (lowest score = highest priority)

(Respondents are asked to choose three options. These are given the values 1, 2 and 3. These values are then added together and divided by the number of respondents, so the lowest figure is the highest choice given by all respondents, on average.)

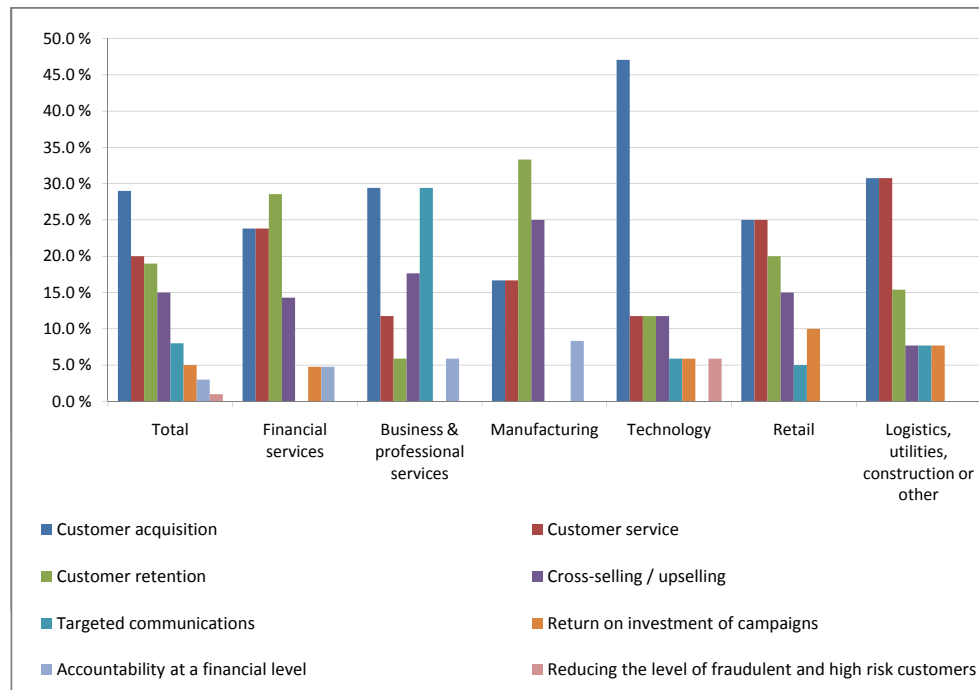
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Customer acquisition	1.7	1.8	1.6	2.3	1.2	1.7	1.8
Customer service	1.8	1.9	2.0	1.8	1.6	1.4	1.8
Customer retention	1.8	1.8	1.9	1.7	2.0	1.7	2.1
Cross-selling/upselling	2.0	2.1	2.1	1.5	2.4	1.5	1.0
Targeted communications	2.2	2.5	2.0	2.5	2.3	2.3	2.2
Return on investment of campaigns	2.3	1.7	2.2	2.4	2.0	2.5	2.5
Reducing the level of fraudulent and high risk customers	2.5	2.5	3.0		1.7	3.0	2.5
Accountability at a financial level	2.5	2.3	2.2	2.3	3.0	2.5	



[<< Back](#)

**Which three of the following business objectives are most important for marketing at present?
(Respondents' first choice)**

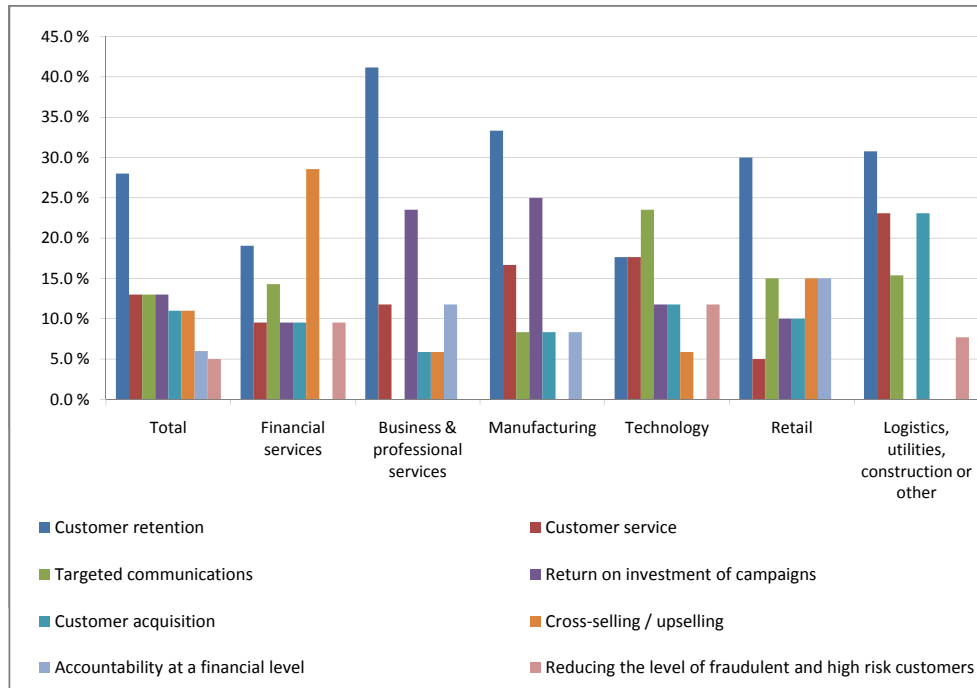
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Customer acquisition	29.0 %	23.8 %	29.4 %	16.7 %	47.1 %	25.0 %	30.8 %
Customer service	20.0 %	23.8 %	11.8 %	16.7 %	11.8 %	25.0 %	30.8 %
Customer retention	19.0 %	28.6 %	5.9 %	33.3 %	11.8 %	20.0 %	15.4 %
Cross-selling / upselling	15.0 %	14.3 %	17.6 %	25.0 %	11.8 %	15.0 %	7.7 %
Targeted communications	8.0 %	0.0 %	29.4 %	0.0 %	5.9 %	5.0 %	7.7 %
Return on investment of campaigns	5.0 %	4.8 %	0.0 %	0.0 %	5.9 %	10.0 %	7.7 %
Accountability at a financial level	3.0 %	4.8 %	5.9 %	8.3 %	0.0 %	0.0 %	0.0 %
Reducing the level of fraudulent and high risk customers	1.0 %	0.0 %	0.0 %	0.0 %	5.9 %	0.0 %	0.0 %



[<< Back](#)

Which three of the following business objectives are most important for marketing at present?
(Respondents' second choice)

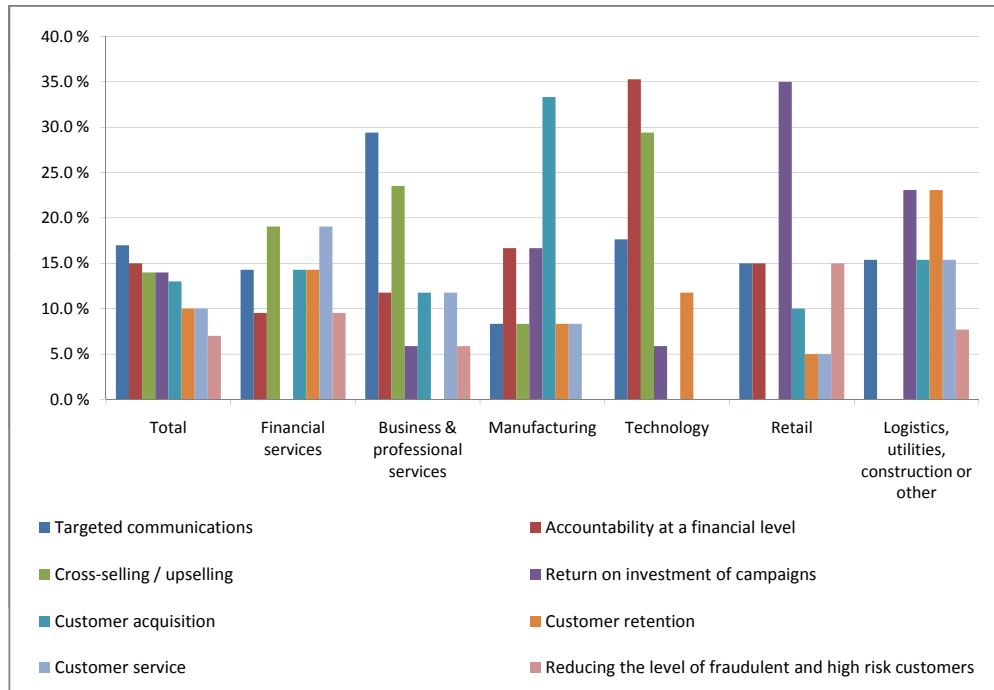
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Customer retention	28.0 %	19.0 %	41.2 %	33.3 %	17.6 %	30.0 %	30.8 %
Customer service	13.0 %	9.5 %	11.8 %	16.7 %	17.6 %	5.0 %	23.1 %
Targeted communications	13.0 %	14.3 %	0.0 %	8.3 %	23.5 %	15.0 %	15.4 %
Return on investment of campaigns	13.0 %	9.5 %	23.5 %	25.0 %	11.8 %	10.0 %	0.0 %
Customer acquisition	11.0 %	9.5 %	5.9 %	8.3 %	11.8 %	10.0 %	23.1 %
Cross-selling / upselling	11.0 %	28.6 %	5.9 %	0.0 %	5.9 %	15.0 %	0.0 %
Accountability at a financial level	6.0 %	0.0 %	11.8 %	8.3 %	0.0 %	15.0 %	0.0 %
Reducing the level of fraudulent and high risk customers	5.0 %	9.5 %	0.0 %	0.0 %	11.8 %	0.0 %	7.7 %



[<< Back](#)

Which three of the following business objectives are most important for marketing at present?
(Respondents' third choice)

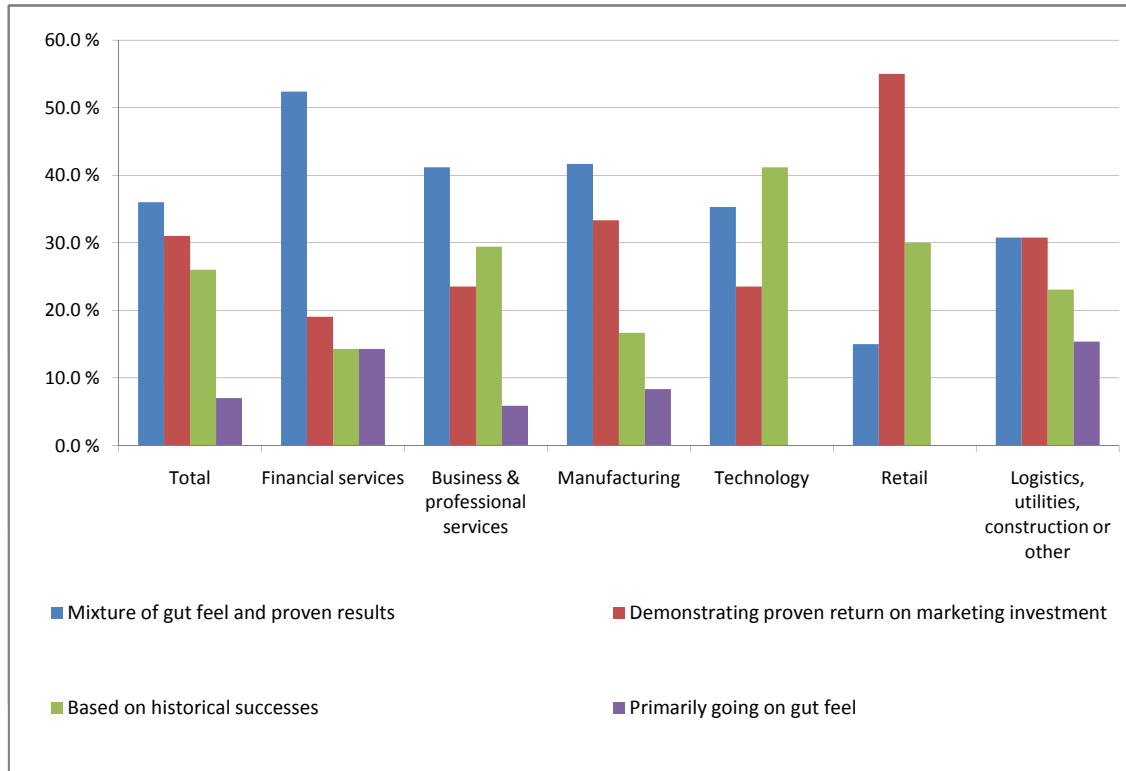
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Targeted communications	17.0 %	14.3 %	29.4 %	8.3 %	17.6 %	15.0 %	15.4 %
Accountability at a financial level	15.0 %	9.5 %	11.8 %	16.7 %	35.3 %	15.0 %	0.0 %
Cross-selling / upselling	14.0 %	19.0 %	23.5 %	8.3 %	29.4 %	0.0 %	0.0 %
Return on investment of campaigns	14.0 %	0.0 %	5.9 %	16.7 %	5.9 %	35.0 %	23.1 %
Customer acquisition	13.0 %	14.3 %	11.8 %	33.3 %	0.0 %	10.0 %	15.4 %
Customer retention	10.0 %	14.3 %	0.0 %	8.3 %	11.8 %	5.0 %	23.1 %
Customer service	10.0 %	19.0 %	11.8 %	8.3 %	0.0 %	5.0 %	15.4 %
Reducing the level of fraudulent and high risk customers	7.0 %	9.5 %	5.9 %	0.0 %	0.0 %	15.0 %	7.7 %



[<< Back](#)

How are marketing decisions CURRENTLY made in your organisation?

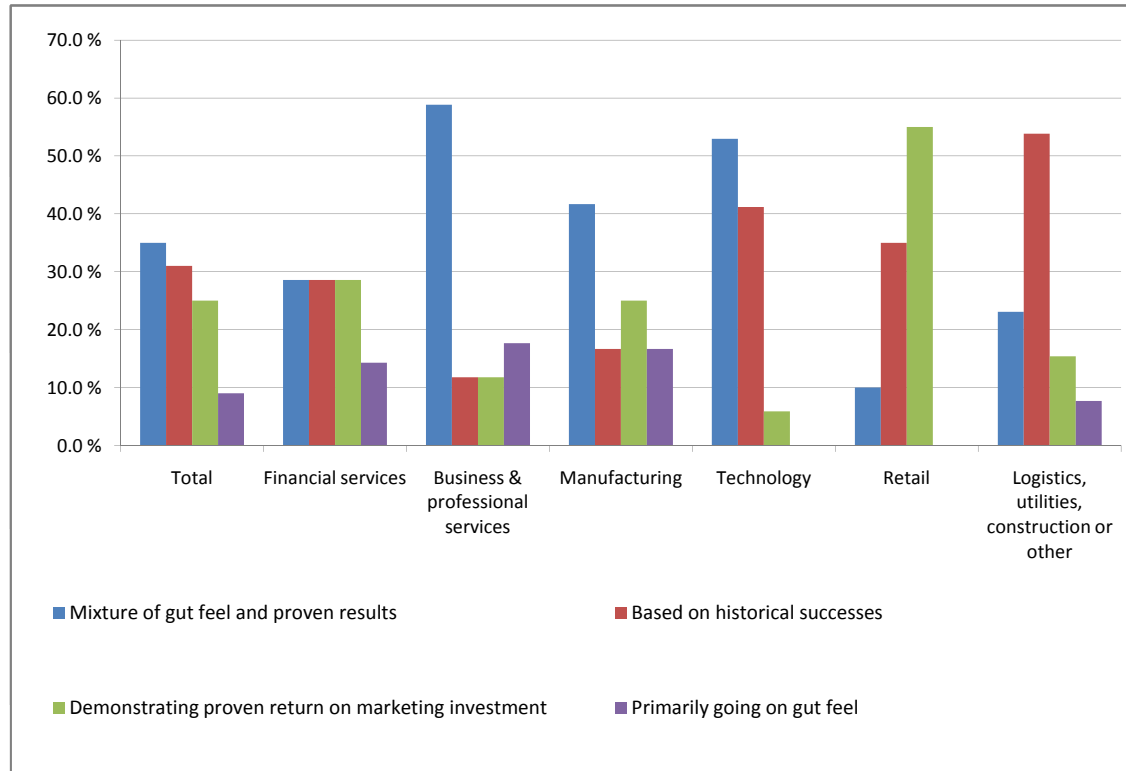
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Mixture of gut feel and proven results	36.0 %	52.4 %	41.2 %	41.7 %	35.3 %	15.0 %	30.8 %
Demonstrating proven return on marketing investment	31.0 %	19.0 %	23.5 %	33.3 %	23.5 %	55.0 %	30.8 %
Based on historical successes	26.0 %	14.3 %	29.4 %	16.7 %	41.2 %	30.0 %	23.1 %
Primarily going on gut feel	7.0 %	14.3 %	5.9 %	8.3 %	0.0 %	0.0 %	15.4 %



[<< Back](#)

How were marketing decisions HISTORICALLY made in your organisation?

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Mixture of gut feel and proven results	35.0 %	28.6 %	58.8 %	41.7 %	52.9 %	10.0 %	23.1 %
Based on historical successes	31.0 %	28.6 %	11.8 %	16.7 %	41.2 %	35.0 %	53.8 %
Demonstrating proven return on marketing investment	25.0 %	28.6 %	11.8 %	25.0 %	5.9 %	55.0 %	15.4 %
Primarily going on gut feel	9.0 %	14.3 %	17.6 %	16.7 %	0.0 %	0.0 %	7.7 %

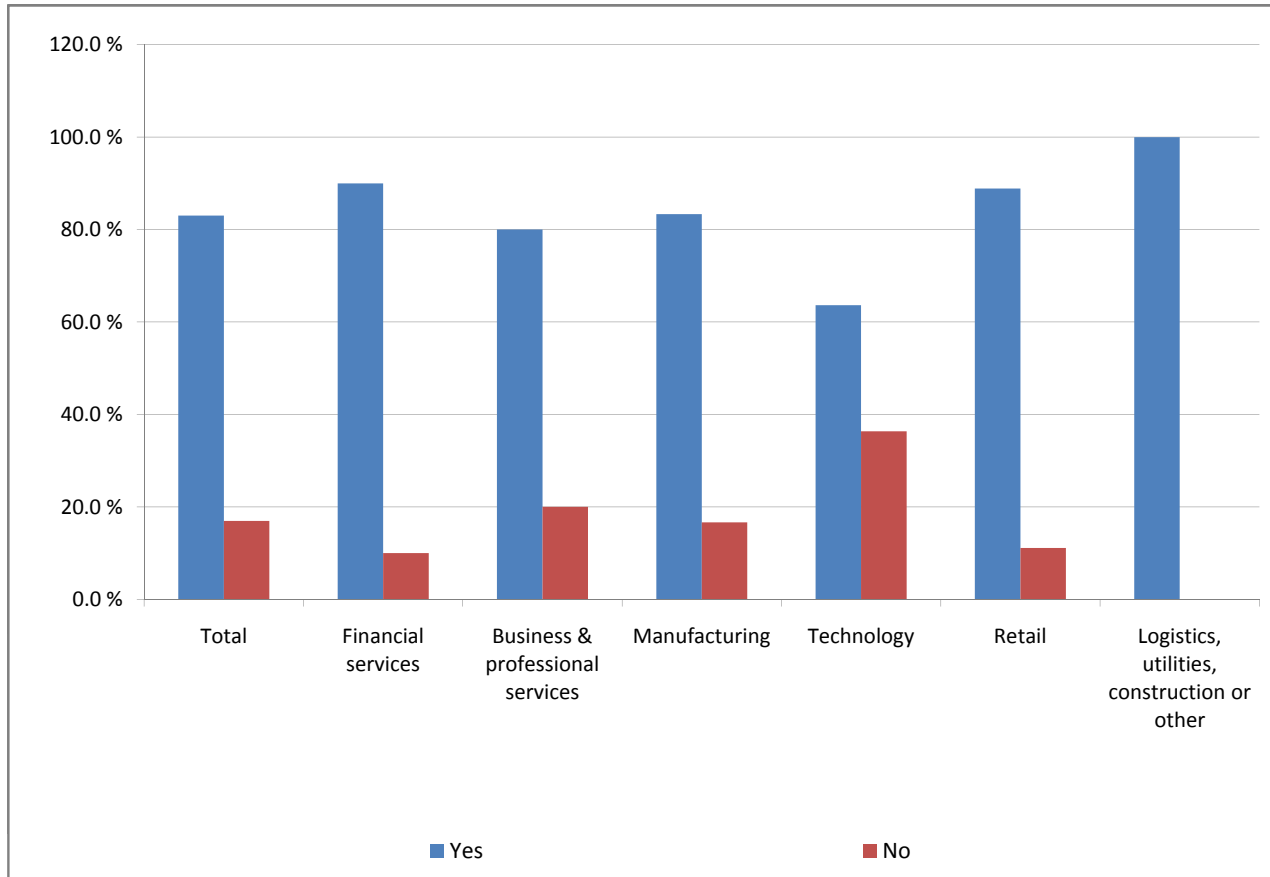


[<< Back](#)

Is this change due to the current economic climate?

Base: respondents whom chose differing answers in q10 and q11

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Yes	83.0 %	90.0 %	80.0 %	83.3 %	63.6 %	88.9 %	100.0 %
No	17.0 %	10.0 %	20.0 %	16.7 %	36.4 %	11.1 %	0.0 %
Base	53	10	10	6	11	9	7

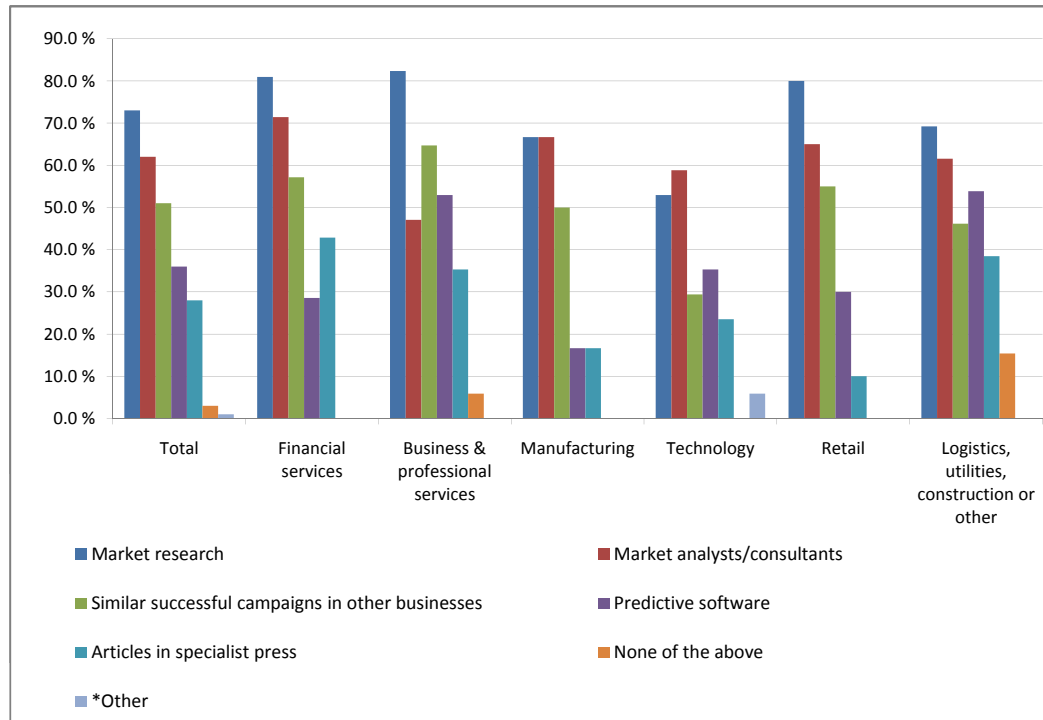


[<< Back](#)

What do you use to justify your marketing decisions?

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Market research	73.0 %	81.0 %	82.4 %	66.7 %	52.9 %	80.0 %	69.2 %
Market analysts/consultants	62.0 %	71.4 %	47.1 %	66.7 %	58.8 %	65.0 %	61.5 %
Similar successful campaigns in other businesses	51.0 %	57.1 %	64.7 %	50.0 %	29.4 %	55.0 %	46.2 %
Predictive software	36.0 %	28.6 %	52.9 %	16.7 %	35.3 %	30.0 %	53.8 %
Articles in specialist press	28.0 %	42.9 %	35.3 %	16.7 %	23.5 %	10.0 %	38.5 %
None of the above	3.0 %	0.0 %	5.9 %	0.0 %	0.0 %	0.0 %	15.4 %
*Other	1.0 %	0.0 %	0.0 %	0.0 %	5.9 %	0.0 %	0.0 %

* KPIs



[<< Back](#)

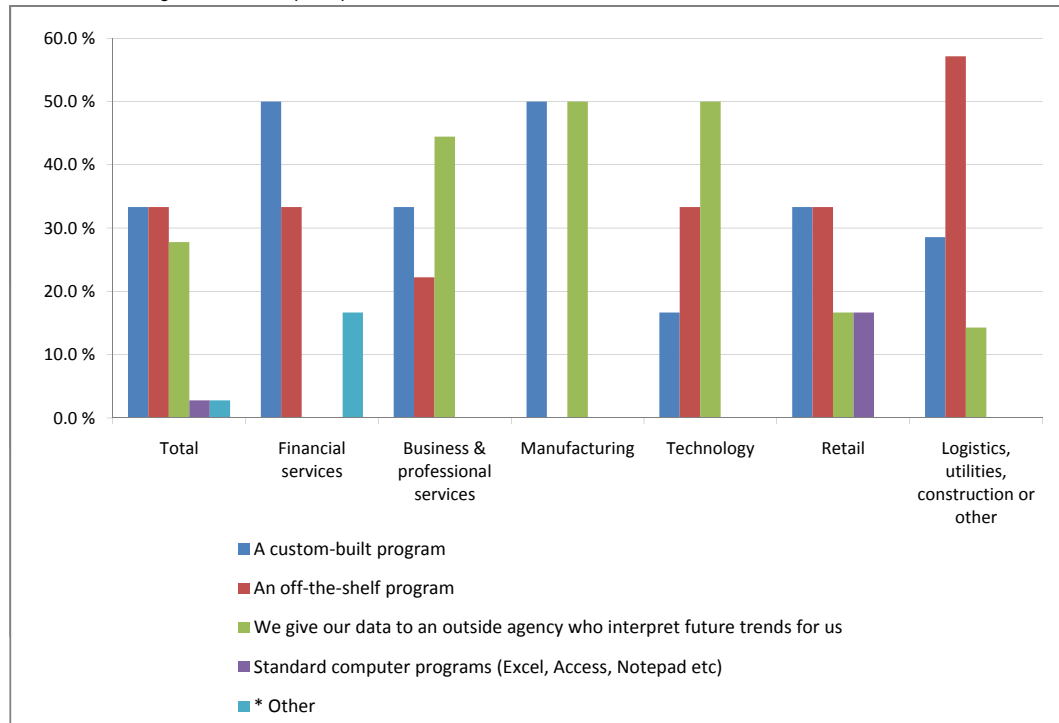
What type of predictive software do you use?

Base: respondents whom chose 'predictive software' in q13

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
A custom-built program	33.3 %	50.0 %	33.3 %	50.0 %	16.7 %	33.3 %	28.6 %
An off-the-shelf program	33.3 %	33.3 %	22.2 %	0.0 %	33.3 %	33.3 %	57.1 %
We give our data to an outside agency who interpret future trends for us	27.8 %	0.0 %	44.4 %	50.0 %	50.0 %	16.7 %	14.3 %
Standard computer programs (Excel, Access, Notepad etc)	2.8 %	0.0 %	0.0 %	0.0 %	0.0 %	16.7 %	0.0 %
* Other	2.8 %	16.7 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %

Base 36 6 9 2 6 6 7

* SQL/Access/Cognos-based bespoke product

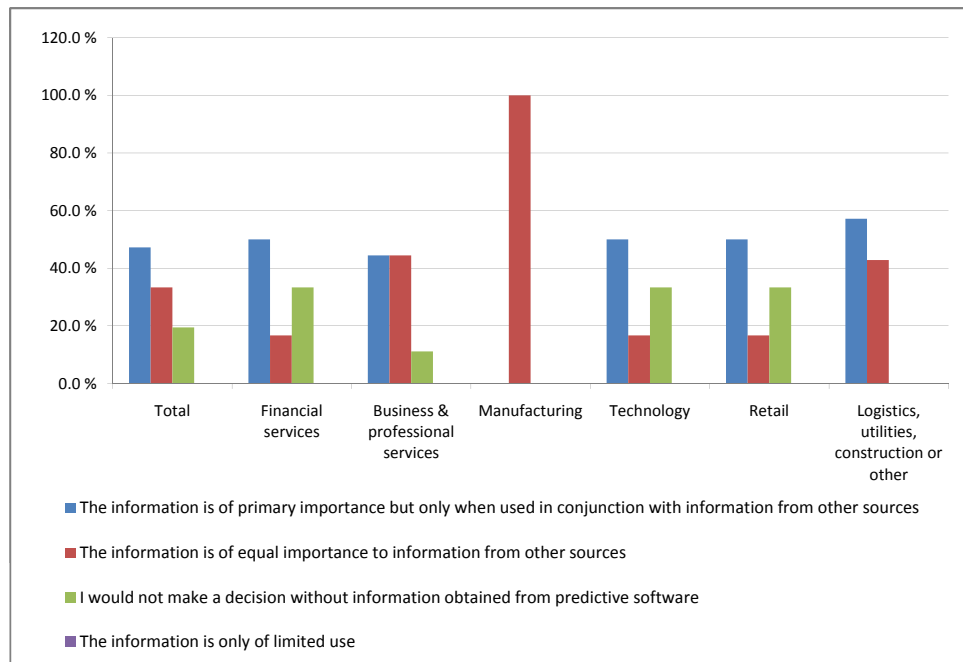


[<< Back](#)

How much value do you place in information obtained from predictive software when making marketing decisions?

Base: respondents whom chose 'predictive software' in q13

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
The information is of primary importance but only when used in conjunction with information from other sources	47.2 %	50.0 %	44.4 %	0.0 %	50.0 %	50.0 %	57.1 %
The information is of equal importance to information from other sources	33.3 %	16.7 %	44.4 %	100.0 %	16.7 %	16.7 %	42.9 %
I would not make a decision without information obtained from predictive software	19.4 %	33.3 %	11.1 %	0.0 %	33.3 %	33.3 %	0.0 %
The information is only of limited use	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %
Base	36	6	9	2	6	6	7



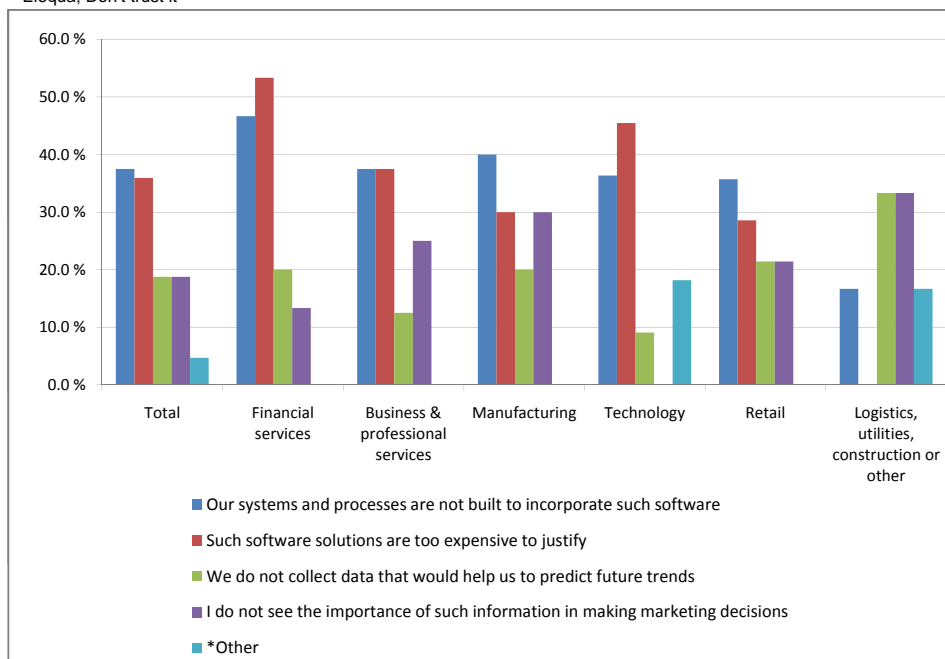
[<< Back](#)

Why do you not use predictive software?

Base: respondents whom did not choose 'predictive software' in q13

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Our systems and processes are not built to incorporate such software	37.5 %	46.7 %	37.5 %	40.0 %	36.4 %	35.7 %	16.7 %
Such software solutions are too expensive to justify	35.9 %	53.3 %	37.5 %	30.0 %	45.5 %	28.6 %	0.0 %
We do not collect data that would help us to predict future trends	18.8 %	20.0 %	12.5 %	20.0 %	9.1 %	21.4 %	33.3 %
I do not see the importance of such information in making marketing decisions	18.8 %	13.3 %	25.0 %	30.0 %	0.0 %	21.4 %	33.3 %
*Other	4.7 %	0.0 %	0.0 %	0.0 %	18.2 %	0.0 %	16.7 %
Base	64	15	8	10	11	14	6

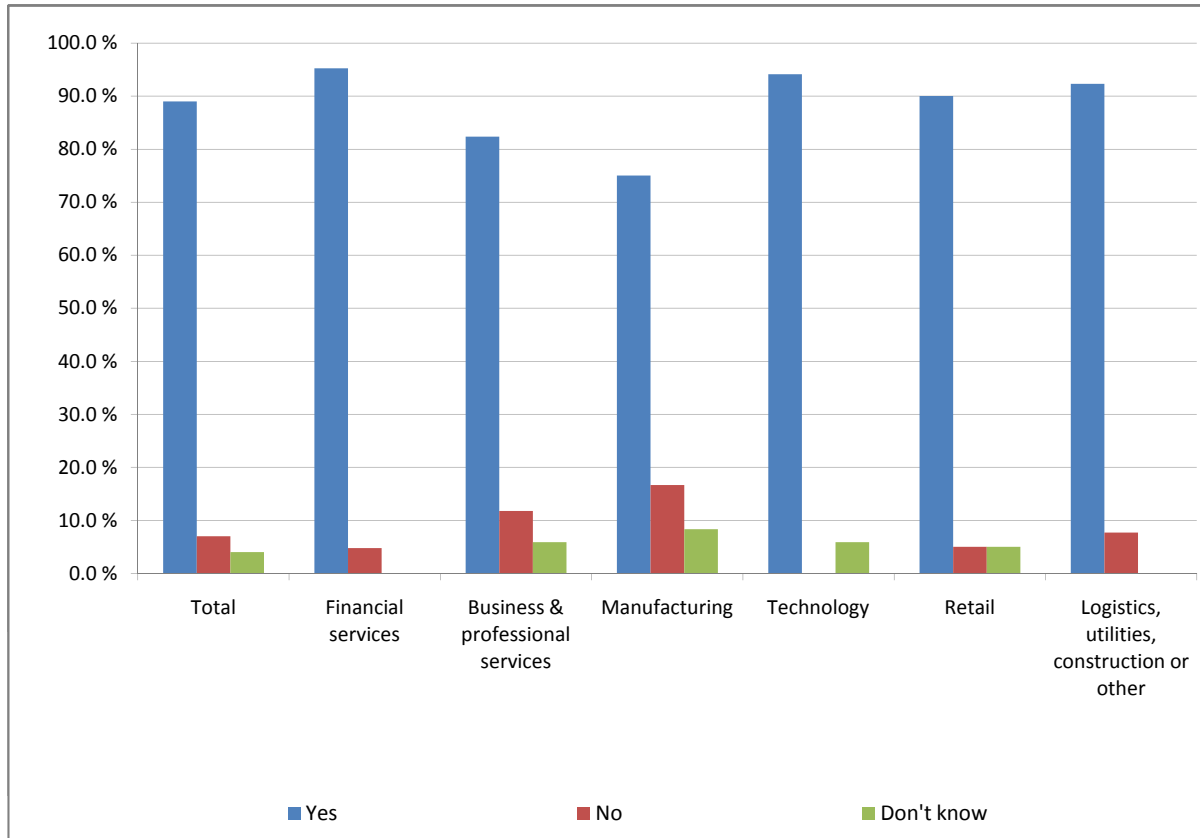
* Eloqua; Don't trust it



[<< Back](#)

Does your marketing team work closely with other departments to improve customer acquisition, retention and service?

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Yes	89.0 %	95.2 %	82.4 %	75.0 %	94.1 %	90.0 %	92.3 %
No	7.0 %	4.8 %	11.8 %	16.7 %	0.0 %	5.0 %	7.7 %
Don't know	4.0 %	0.0 %	5.9 %	8.3 %	5.9 %	5.0 %	0.0 %



[<< Back](#)

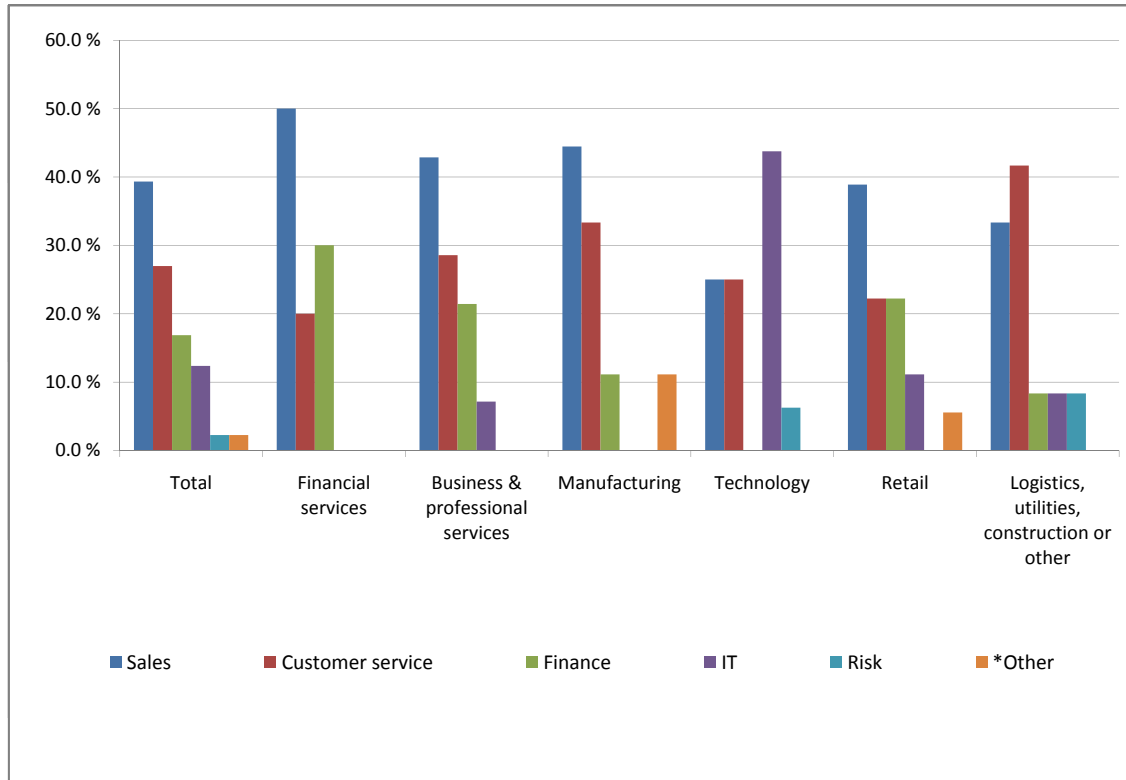
With which department does your marketing team mainly work with?

Base: respondents whom answered 'Yes' to q17

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Sales	39.3 %	50.0 %	42.9 %	44.4 %	25.0 %	38.9 %	33.3 %
Customer service	27.0 %	20.0 %	28.6 %	33.3 %	25.0 %	22.2 %	41.7 %
Finance	16.9 %	30.0 %	21.4 %	11.1 %	0.0 %	22.2 %	8.3 %
IT	12.4 %	0.0 %	7.1 %	0.0 %	43.8 %	11.1 %	8.3 %
Risk	2.2 %	0.0 %	0.0 %	0.0 %	6.3 %	0.0 %	8.3 %
*Other	2.2 %	0.0 %	0.0 %	11.1 %	0.0 %	5.6 %	0.0 %

Base 89 20 14 9 16 18 12

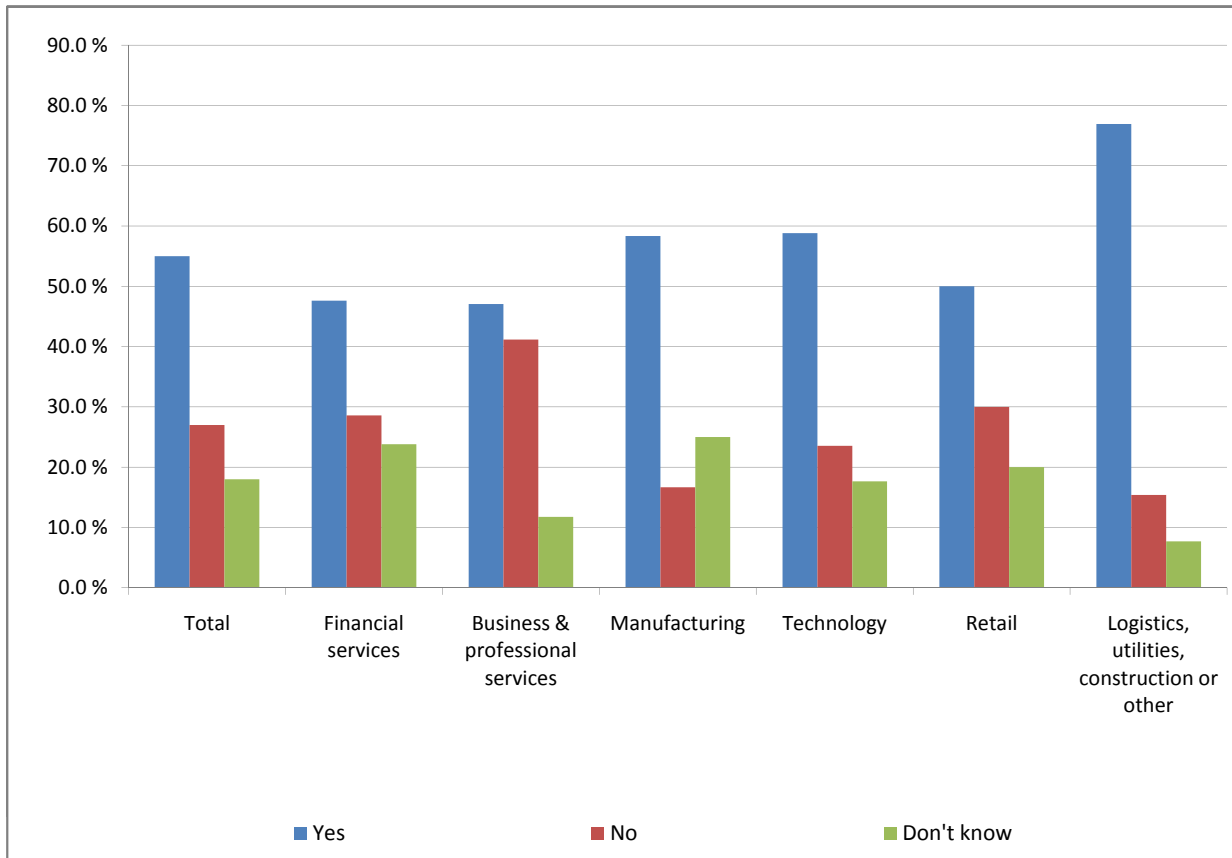
* Merchandising; Production



[<< Back](#)

Do any other departments in your organisation use predictive software?

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Yes	55.0 %	47.6 %	47.1 %	58.3 %	58.8 %	50.0 %	76.9 %
No	27.0 %	28.6 %	41.2 %	16.7 %	23.5 %	30.0 %	15.4 %
Don't know	18.0 %	23.8 %	11.8 %	25.0 %	17.6 %	20.0 %	7.7 %



[<< Back](#)

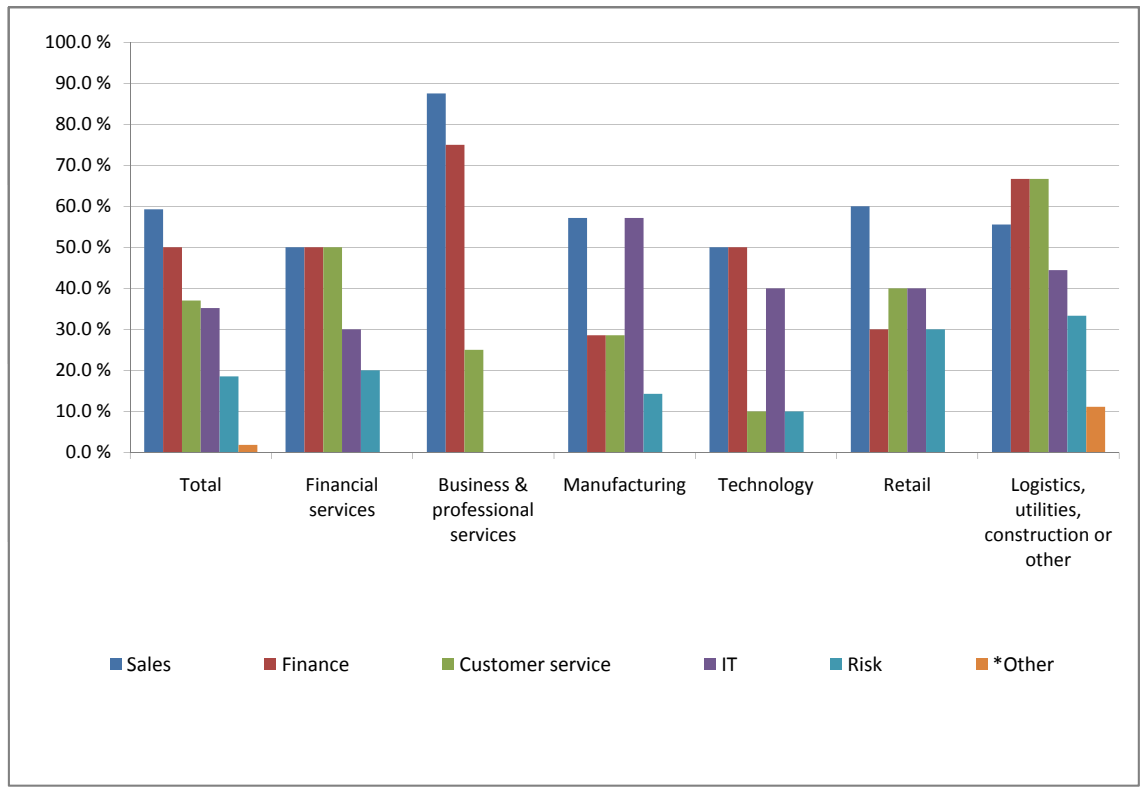
Which other departments use predictive software?

Base: respondents whom answered 'Yes' to q19

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Sales	59.3 %	50.0 %	87.5 %	57.1 %	50.0 %	60.0 %	55.6 %
Finance	50.0 %	50.0 %	75.0 %	28.6 %	50.0 %	30.0 %	66.7 %
Customer service	37.0 %	50.0 %	25.0 %	28.6 %	10.0 %	40.0 %	66.7 %
IT	35.2 %	30.0 %	0.0 %	57.1 %	40.0 %	40.0 %	44.4 %
Risk	18.5 %	20.0 %	0.0 %	14.3 %	10.0 %	30.0 %	33.3 %
*Other	1.9 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	11.1 %

Base 54 10 8 7 10 10 9

* Planning

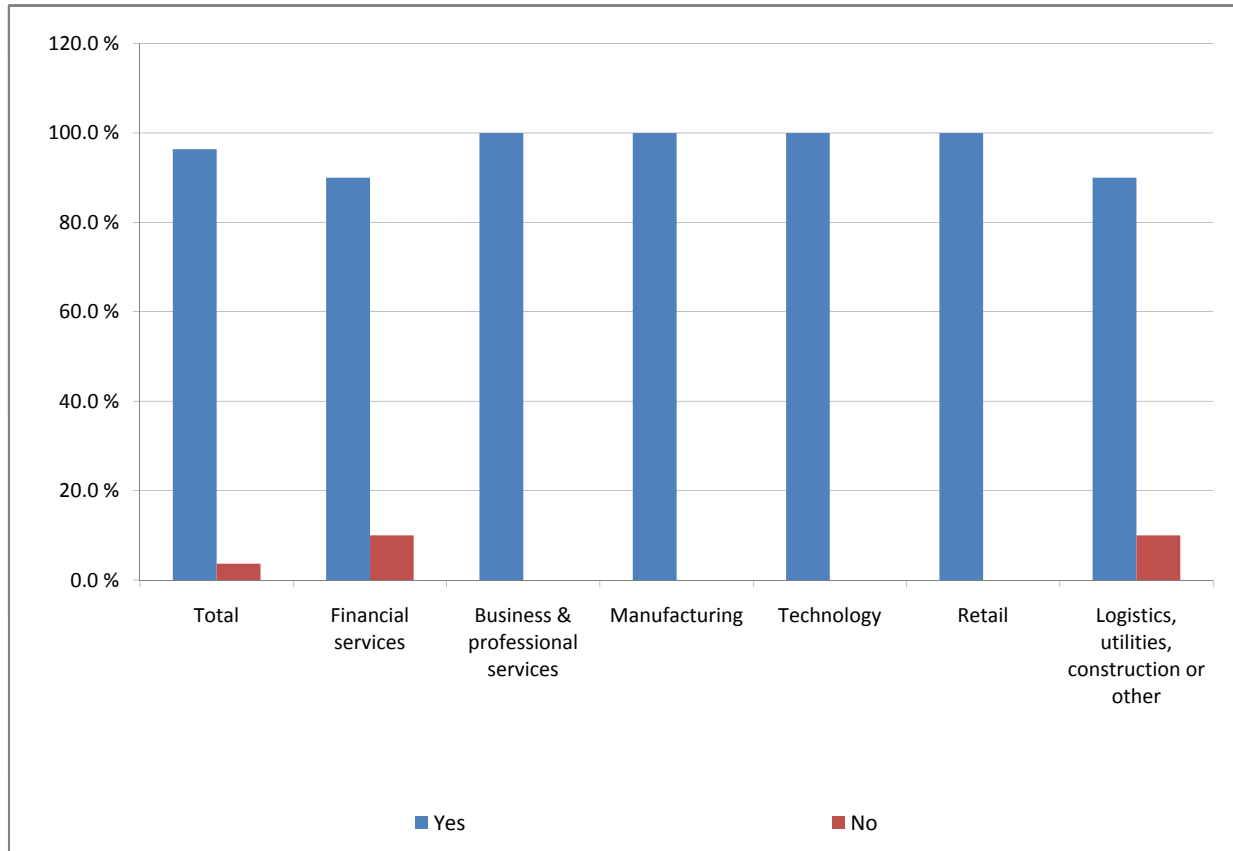


[<< Back](#)

Is the information generated by the predictive software used in other departments shared with you in order for you to make marketing decisions?

Base: respondents whom answered 'Yes' to q19

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Yes	96.4 %	90.0 %	100.0 %	100.0 %	100.0 %	100.0 %	90.0 %
No	3.6 %	10.0 %	0.0 %	0.0 %	0.0 %	0.0 %	10.0 %
Base	55	10	8	7	10	10	10

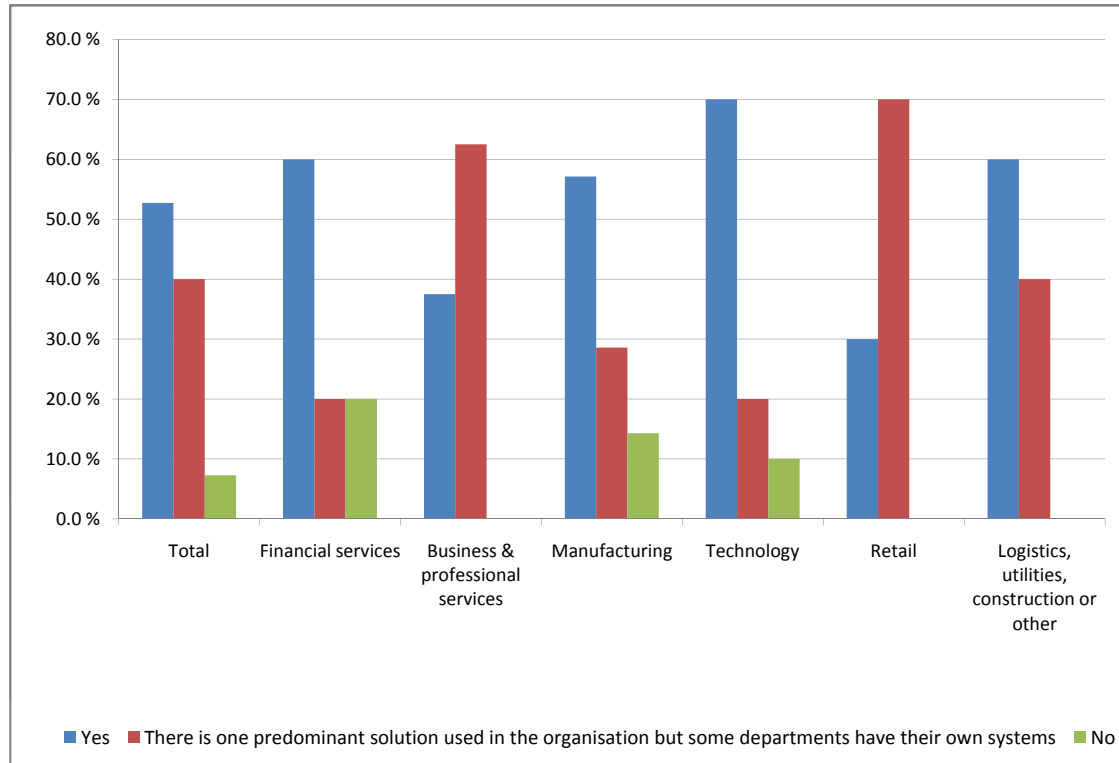


[<< Back](#)

Does every department use the same predictive software solution?

Base: respondents whom answered 'Yes' to q19

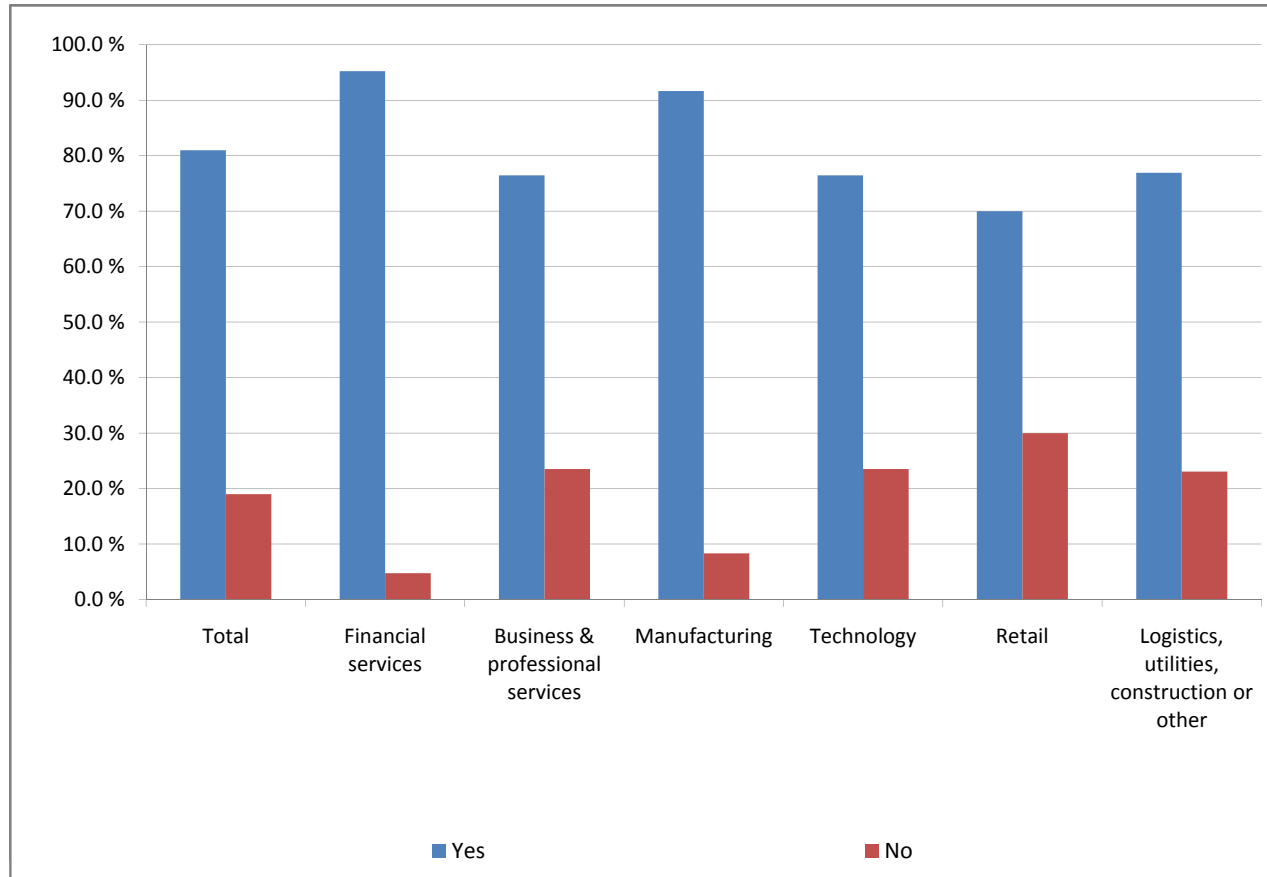
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Yes	52.7 %	60.0 %	37.5 %	57.1 %	70.0 %	30.0 %	60.0 %
There is one predominant solution used in the organisation but some departments have their own systems	40.0 %	20.0 %	62.5 %	28.6 %	20.0 %	70.0 %	40.0 %
No	7.3 %	20.0 %	0.0 %	14.3 %	10.0 %	0.0 %	0.0 %
Base	55	10	8	7	10	10	10



[<< Back](#)

Do you feel the role of marketing has changed within your organisation in the past year?

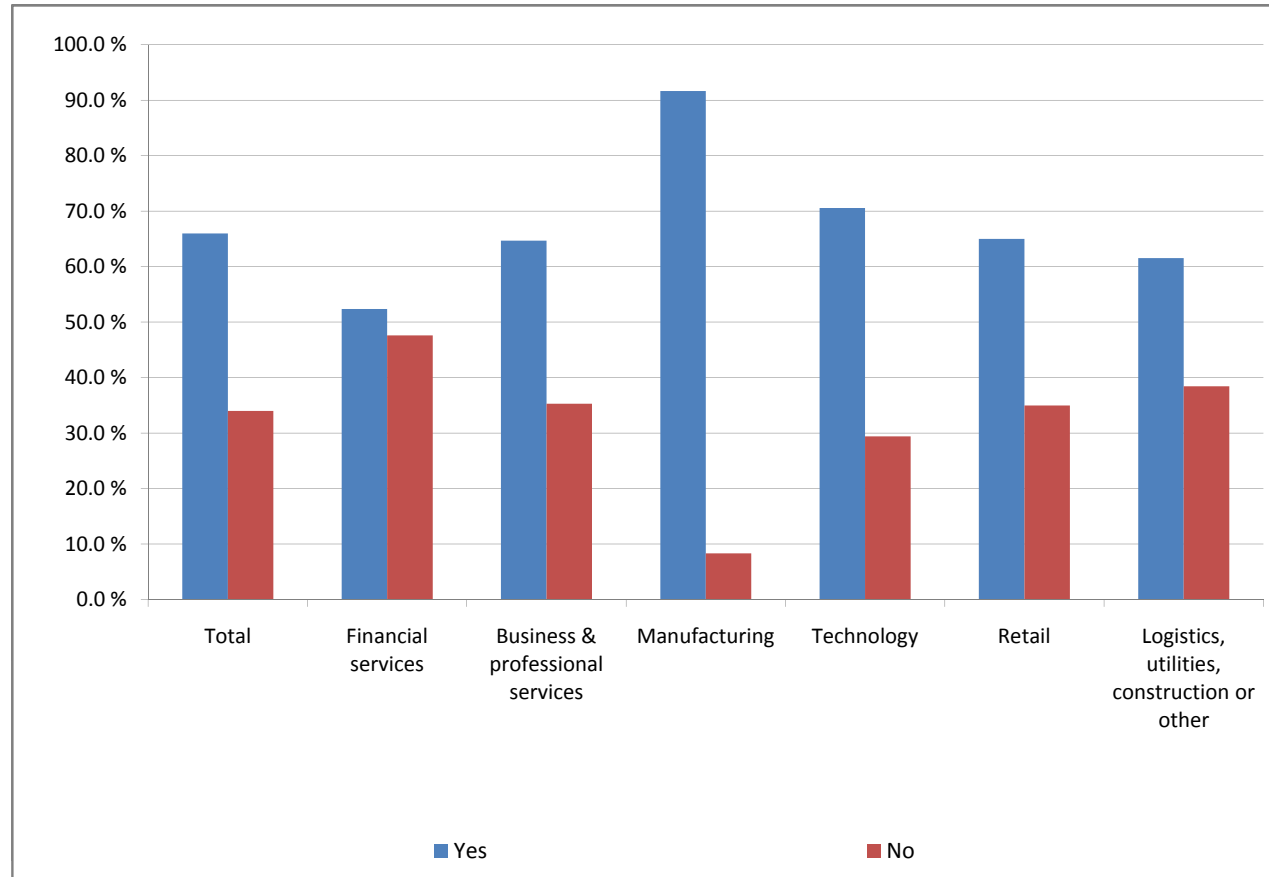
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Yes	81.0 %	95.2 %	76.5 %	91.7 %	76.5 %	70.0 %	76.9 %
No	19.0 %	4.8 %	23.5 %	8.3 %	23.5 %	30.0 %	23.1 %



[<< Back](#)

Have you heard of the term Chief Customer Officer?

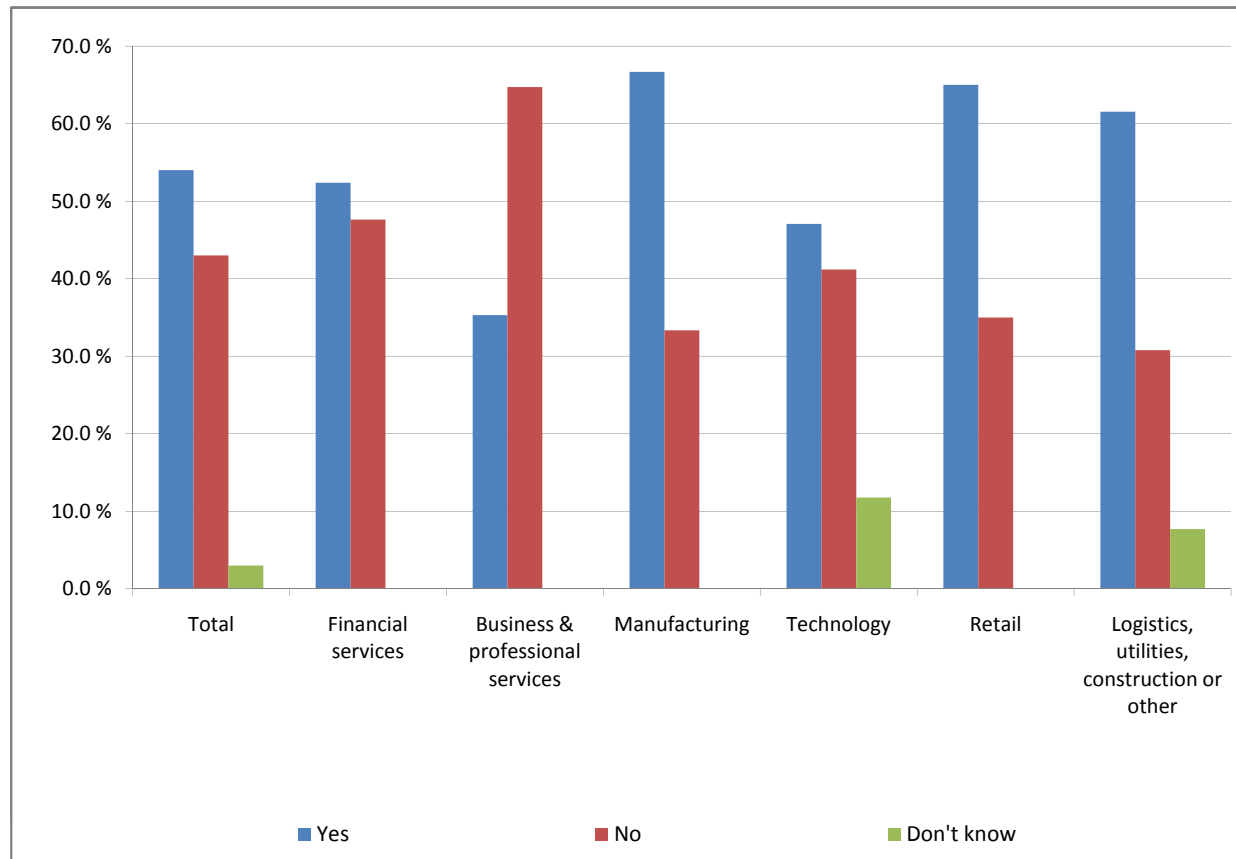
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Yes	66.0 %	52.4 %	64.7 %	91.7 %	70.6 %	65.0 %	61.5 %
No	34.0 %	47.6 %	35.3 %	8.3 %	29.4 %	35.0 %	38.5 %



[<< Back](#)

Does your organisation have a Chief Customer Officer?

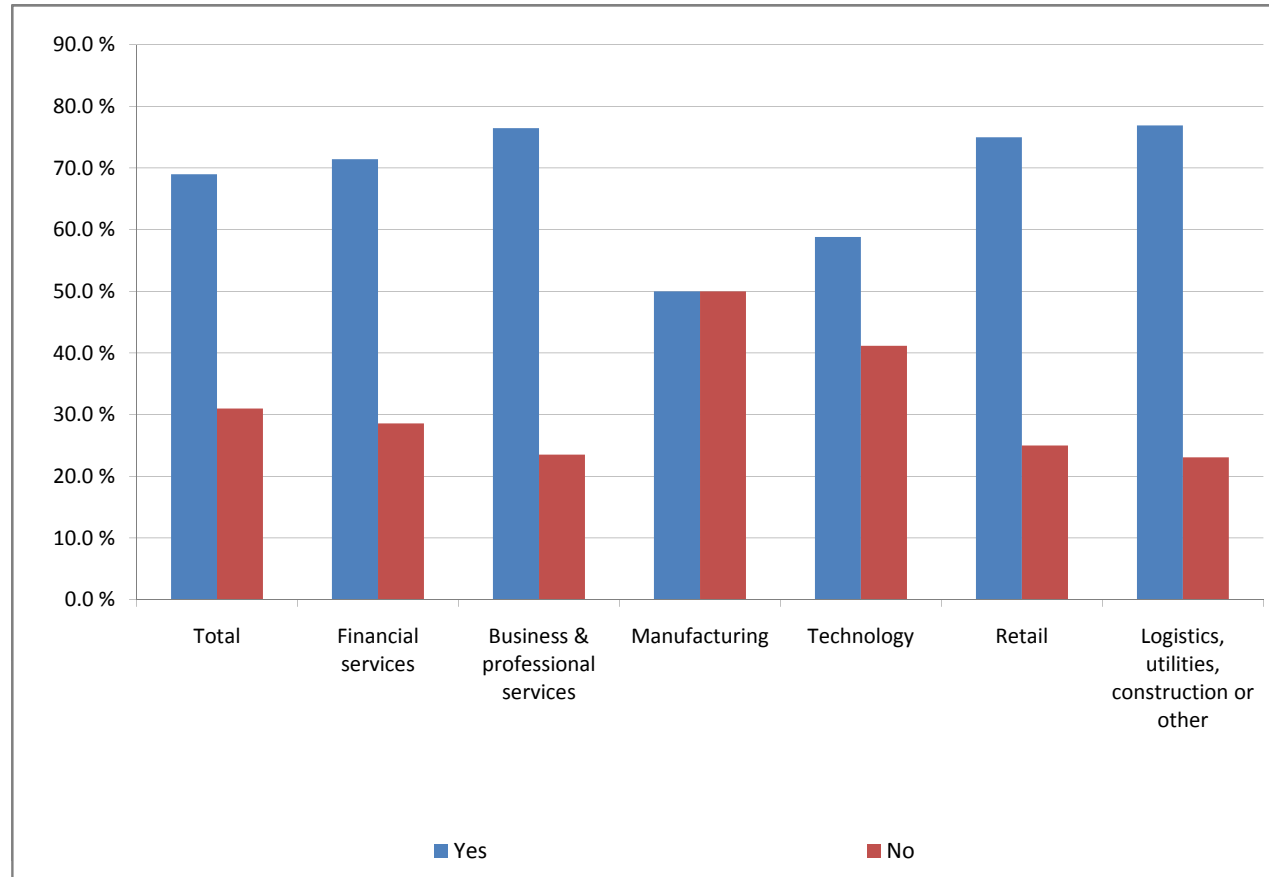
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Yes	54.0 %	52.4 %	35.3 %	66.7 %	47.1 %	65.0 %	61.5 %
No	43.0 %	47.6 %	64.7 %	33.3 %	41.2 %	35.0 %	30.8 %
Don't know	3.0 %	0.0 %	0.0 %	0.0 %	11.8 %	0.0 %	7.7 %



[<< Back](#)

Does your organisation need a Chief Customer Officer?

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Yes	69.0 %	71.4 %	76.5 %	50.0 %	58.8 %	75.0 %	76.9 %
No	31.0 %	28.6 %	23.5 %	50.0 %	41.2 %	25.0 %	23.1 %



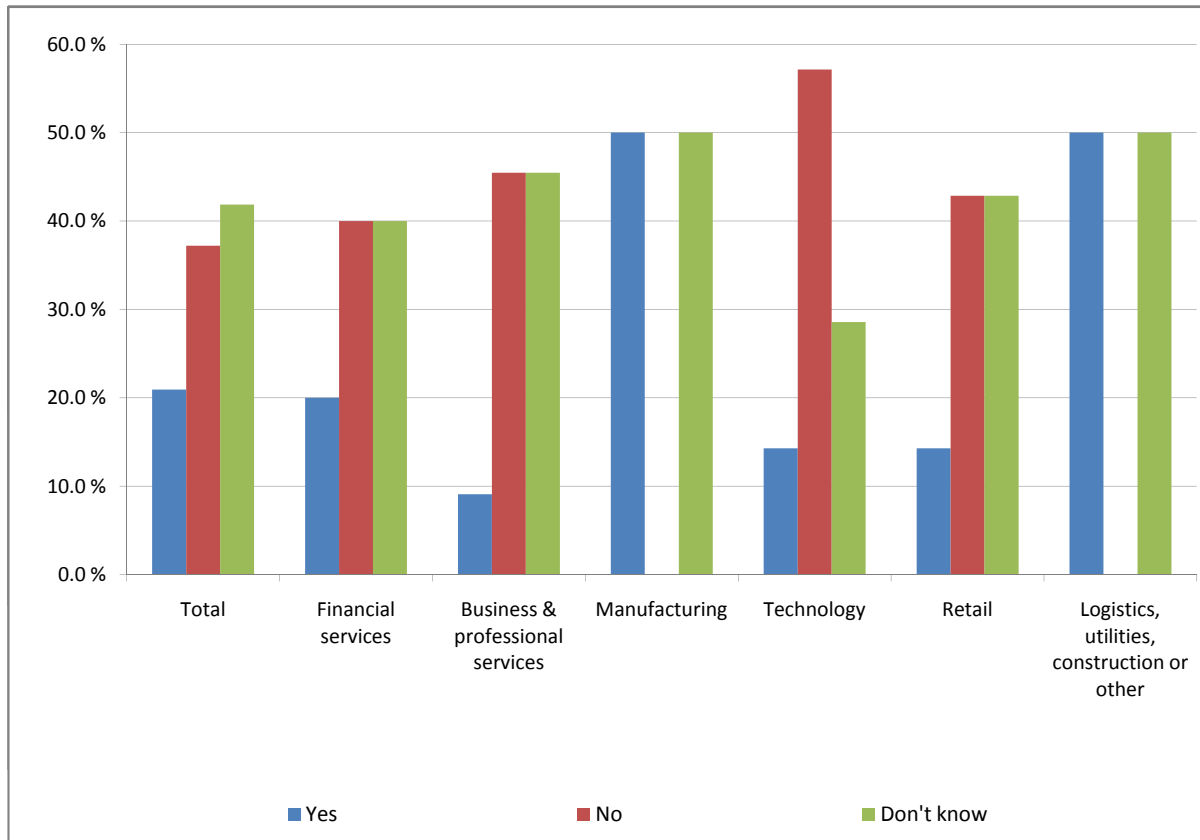
[<< Back](#)

Do you know if your organisation plans to appoint a Chief Customer Officer in the coming year?

Base: respondents
whom answered 'No' to
q25

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Yes	20.9 %	20.0 %	9.1 %	50.0 %	14.3 %	14.3 %	50.0 %
No	37.2 %	40.0 %	45.5 %	0.0 %	57.1 %	42.9 %	0.0 %
Don't know	41.9 %	40.0 %	45.5 %	50.0 %	28.6 %	42.9 %	50.0 %

Base 43 10 11 4 7 7 4

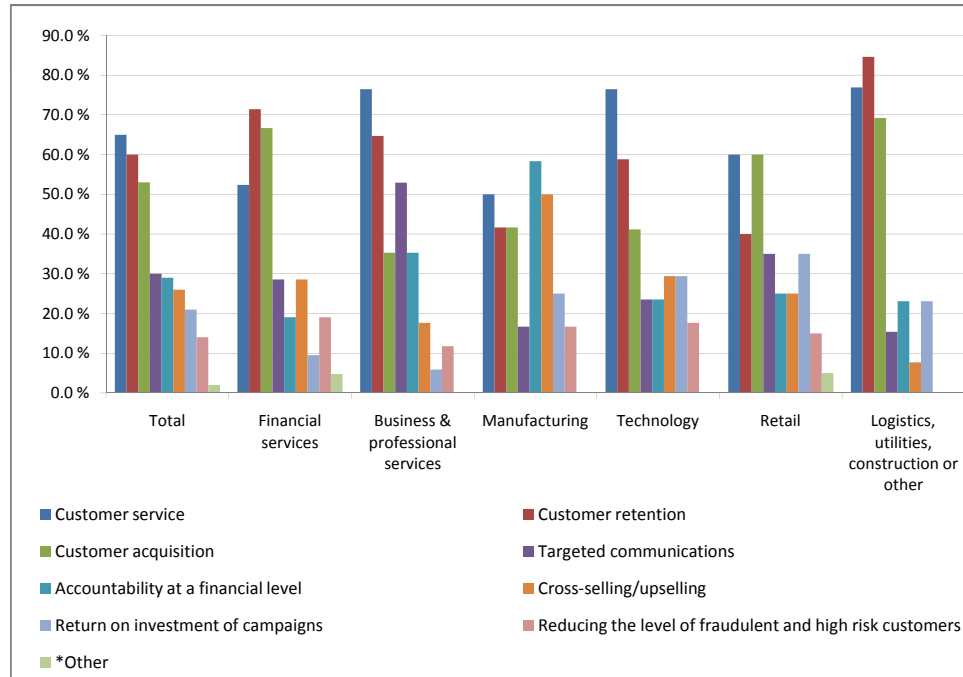


[<< Back](#)

What is or do you believe to be the main focus of the CCO?

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Customer service	65.0 %	52.4 %	76.5 %	50.0 %	76.5 %	60.0 %	76.9 %
Customer retention	60.0 %	71.4 %	64.7 %	41.7 %	58.8 %	40.0 %	84.6 %
Customer acquisition	53.0 %	66.7 %	35.3 %	41.7 %	41.2 %	60.0 %	69.2 %
Targeted communications	30.0 %	28.6 %	52.9 %	16.7 %	23.5 %	35.0 %	15.4 %
Accountability at a financial level	29.0 %	19.0 %	35.3 %	58.3 %	23.5 %	25.0 %	23.1 %
Cross-selling/upselling	26.0 %	28.6 %	17.6 %	50.0 %	29.4 %	25.0 %	7.7 %
Return on investment of campaigns	21.0 %	9.5 %	5.9 %	25.0 %	29.4 %	35.0 %	23.1 %
Reducing the level of fraudulent and high risk customers	14.0 %	19.0 %	11.8 %	16.7 %	17.6 %	15.0 %	0.0 %
*Other	2.0 %	4.8 %	0.0 %	0.0 %	0.0 %	5.0 %	0.0 %

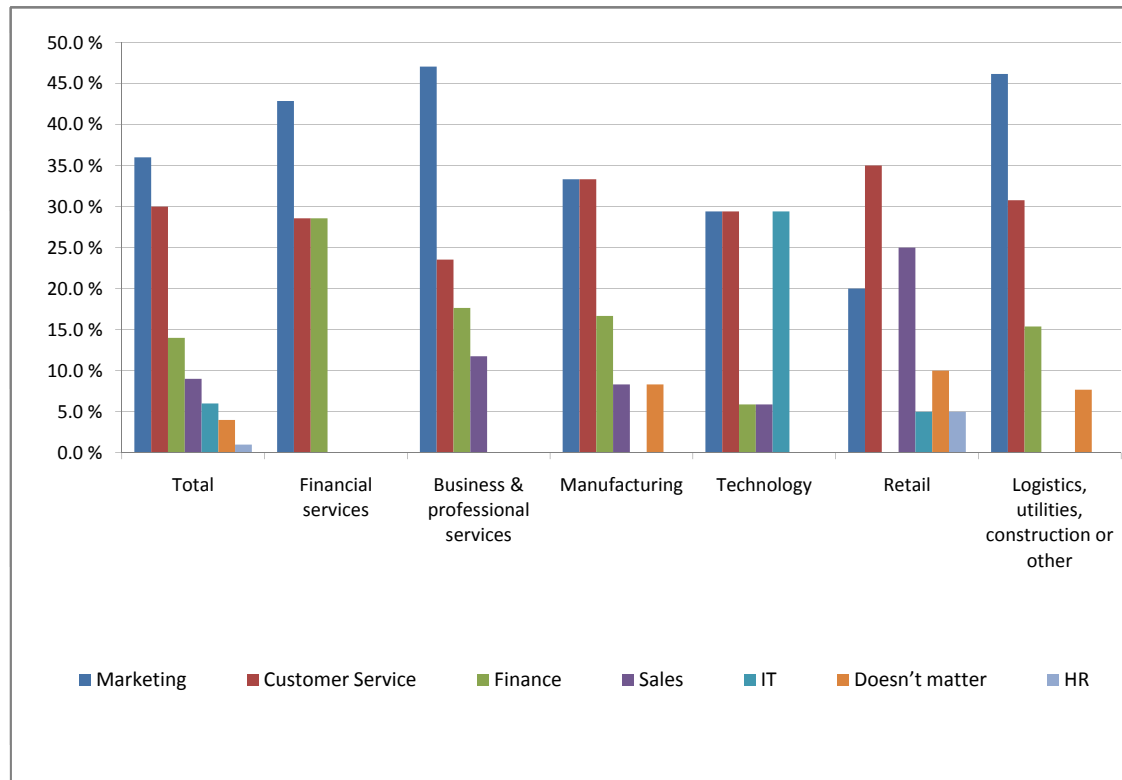
* Inter-department efficiency; It sounds good on press releases



[<< Back](#)

In your view, what type of background should the ideal Chief Customer Officer have?

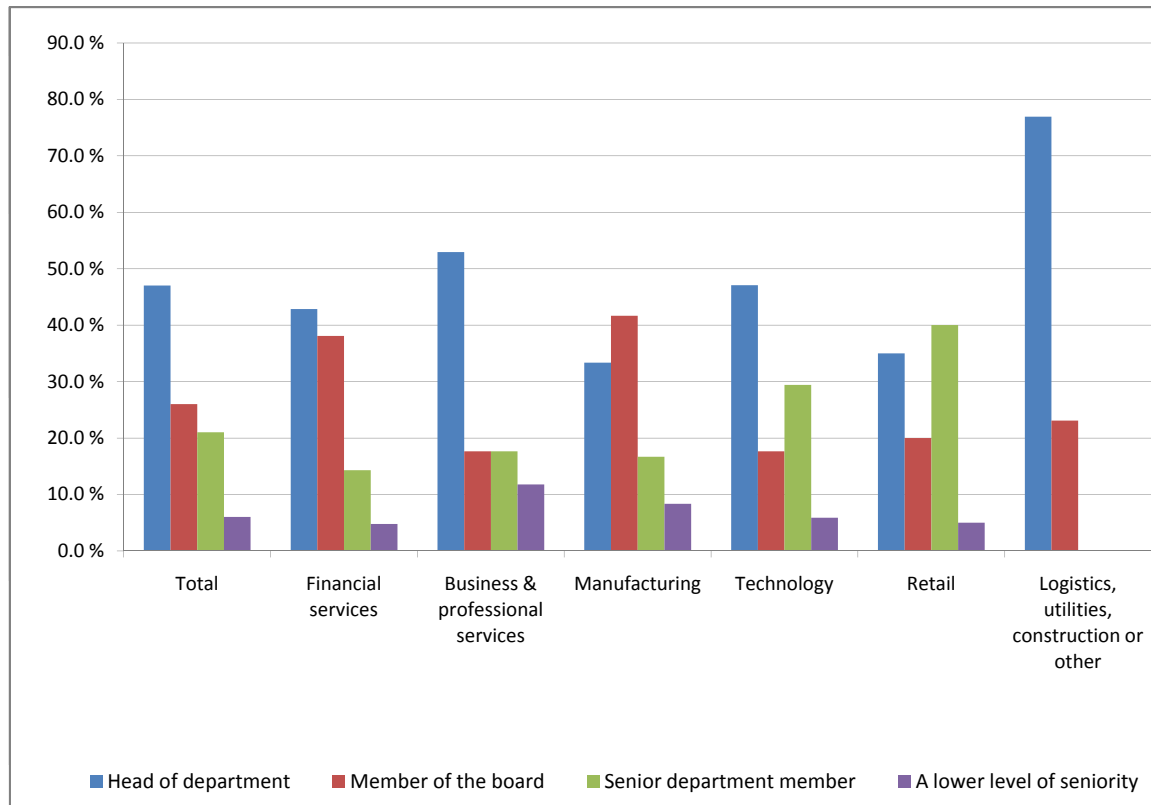
	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Marketing	36.0 %	42.9 %	47.1 %	33.3 %	29.4 %	20.0 %	46.2 %
Customer Service	30.0 %	28.6 %	23.5 %	33.3 %	29.4 %	35.0 %	30.8 %
Finance	14.0 %	28.6 %	17.6 %	16.7 %	5.9 %	0.0 %	15.4 %
Sales	9.0 %	0.0 %	11.8 %	8.3 %	5.9 %	25.0 %	0.0 %
IT	6.0 %	0.0 %	0.0 %	0.0 %	29.4 %	5.0 %	0.0 %
Doesn't matter	4.0 %	0.0 %	0.0 %	8.3 %	0.0 %	10.0 %	7.7 %
HR	1.0 %	0.0 %	0.0 %	0.0 %	0.0 %	5.0 %	0.0 %



[<< Back](#)

And finally, what level of seniority do you believe a Chief Customer Officer should have?

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Head of department	47.0 %	42.9 %	52.9 %	33.3 %	47.1 %	35.0 %	76.9 %
Member of the board	26.0 %	38.1 %	17.6 %	41.7 %	17.6 %	20.0 %	23.1 %
Senior department member	21.0 %	14.3 %	17.6 %	16.7 %	29.4 %	40.0 %	0.0 %
A lower level of seniority	6.0 %	4.8 %	11.8 %	8.3 %	5.9 %	5.0 %	0.0 %



[<< Back](#)

Which single department do you believe a Chief Customer Officer should work in?

	Total	Financial services	Business & professional services	Manufacturing	Technology	Retail	Logistics, utilities, construction or other
Marketing	38.0 %	38.1 %	47.1 %	41.7 %	35.3 %	30.0 %	38.5 %
Customer service	26.0 %	33.3 %	23.5 %	25.0 %	11.8 %	30.0 %	30.8 %
Sales	16.0 %	9.5 %	23.5 %	8.3 %	17.6 %	25.0 %	7.7 %
Finance	10.0 %	19.0 %	5.9 %	16.7 %	0.0 %	5.0 %	15.4 %
IT	6.0 %	0.0 %	0.0 %	0.0 %	35.3 %	0.0 %	0.0 %
HR	3.0 %	0.0 %	0.0 %	8.3 %	0.0 %	5.0 %	7.7 %
Other	1.0 %	0.0 %	0.0 %	0.0 %	0.0 %	5.0 %	0.0 %

