



LEAP

**Understanding the Traits and Characteristics Most Valued by
CMOs When Considering an External Partner**

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Introduction

Recent projections indicate continued growth in marketing spend. In a survey of 200+ digital marketing executives, McGarrity (2015) found that 80% expect to increase their digital marketing budget in the next 12-18 months. Similarly, recent findings from the CMO Survey predict an 8.7% increase in marketing budgets over the next year. This number represents a significant increase from 2009 figures, which speculated a modest .5% growth (Moorman, 2015). Even with expected increases in spending, there is mounting evidence of a deterioration in the relationships between marketing agencies and clients. A survey conducted by Avidian Strategies found that 62% of clients view their marketing agency as a supplier and not as a partner. Moreover, there is growing dissatisfaction with these external agencies, as 73% of clients polled by Avidian felt their agency was incapable of generating genuine customer insights. In addition, over half of clients believed agencies have a poor understanding of the issues that impact their business.

In order for agencies to absorb the expected growth and meet client needs, building stronger, more insightful relationships with clients is imperative. These relationships should be genuine and built upon commonly held ideals. The purpose of this study is to uncover those traits and characteristics most-valued by marketing executives when deciding upon an external marketing partner. From these findings, agencies can ascertain the specific needs of their clients.

Participants

One hundred and thirteen participants completed the entire survey. The typical participant was male (58%), held the position of Marketing Director (35%), and worked in the field of marketing for 10-15 years (32%; See *Table 1*). Education was important to the sampled participants; nearly

every participant held a Bachelor’s Degree or higher (86%). While most participants worked in their current position less than 10 years (66%), the most frequent tenure was 4-6 years (28%).

Table 1: Participant Descriptive Statistics

	Participants	
	(n = 113)	
	N	%
Gender		
Male	64	58%
Female	47	42%
Current Role		
Marketing Director	39	35%
Marketing Manager	15	13%
Chief Marketing Officer	12	11%
Vice President	11	10%
Digital Marketing Director	7	6%
Product Manager	6	5%
Other	23	20%
Time in Current Position		
Less than 4 years	29	26%
4-6 years	32	28%
7-9 years	14	12%
10-12 years	9	8%
13-15 years	10	9%
More than 15 years	19	17%
Total Time in Marketing		
Less than 10 years	29	26%
10-15 years	36	32%
16-25 years	24	21%
More than 25 years	24	21%
Highest Completed Education		

Less than Bachelor's	16	14%
Bachelor's Degree	67	59%
Master's Degree	27	24%
Doctoral or Professional	3	3%

Employers

The typical employer was a small to medium-sized business, maintaining a workforce of fewer than 100 employees (53%), and an annual revenue of less than \$25 million (46%). While the largest percentage of employers were small or medium, there was a bimodal distribution, with an additional peak of large employers (20% of employers generated more than \$1 billion in yearly revenue; 14% of companies employed a staff of more than 5,000). Respondent employers represented a wide range of industry, with nearly half focused in three industries: (a) professional, scientific, and technical services (18%), (b) manufacturing (14%), and (c) finance and insurance (12%).

Sampled employers represented the greater United States, with headquarters in 31 different states, representing all seven major geographic regions. The Mid-West was the most frequent region of employer residence, accounting for more than half of all employers (51%). The western United States was underrepresented in the current sample, collectively (North West and West regions) accounting for 7% of sampled employers.

Table 2: Participant Employer Demographics

	Employers (<i>n</i> = 113)	
	N	%
Industry		
Professional/Technical	20	18%
Manufacturing	16	14%
Finance and Insurance	14	12%
Information	10	9%
Arts/Entertainment/Rec.	7	6%
Health Care	6	5%

Retail Trade	6	5%
Construction	6	5%
Wholesale Trade	5	4%
Other	23	20%
Number of Employees		
1-10	22	20%
11-25	9	8%
26-50	12	11%
51-100	11	10%
101-500	14	12%
501-1,000	6	5%
1,000-5,000	9	8%
5,001-10,000	5	4%
Greater than 10,000	16	14%
Average Yearly Revenue		
Under \$25M	52	46%
\$25M-\$100M	14	12%
\$100M-\$250M	3	3%
\$250M-\$500M	11	10%
\$500M-\$1B	10	9%
\$1B-\$5B	14	12%
Greater than \$5B	9	8%
Location (Region)		
Mid-West	56	51%
Mid-Atlantic	19	17%
South East	12	11%
South West	12	11%
West	6	6%
North East	3	4%
North West	1	1%

Instrument

The survey was composed of 9 background/demographic items and 20 items related to marketing. In the background section, respondents were asked to provide information pertaining to their gender, current occupation, length of time employed in current position, total length of time employed in marketing, and highest completed level of education. An additional four items requested demographic information about the respondent's current employer. These items related to the company's primary industry, the size of the company (number of employees), yearly estimated revenue, and location.

The marketing items focused on current marketing activities, satisfaction with current marketing efforts, and those traits/characteristics most-valued when making a decision about an external marketing partner. These items asked about the focus of current marketing activity, the process of identifying external marketing partners, the importance of digital marketing expertise, and the importance of sector/industry specialization. Of particular relevance to this study were the respondents rankings of the nine marketing characteristics and 24 marketing traits most valued when considering an external marketing agency. Participants rated the importance of each trait or characteristic by selecting one of four response options “very unimportant”, “unimportant”, “important” and “very important.”

A copy of the survey can be found in Appendix A.

Procedure

The survey was available online, for a 24 day period (10/21-11/14/14). Responses were solicited through an email, targeted at management and executive level marketing professionals. A follow-up email was sent one week later (10/28) to all individuals who had not opened the initial email message. Additional marketing included organic posts on LEAP’s social media properties (Twitter, Facebook, and LinkedIn).

The initial solicitation email was sent to a purchased list of 19,321 marketing professionals, resulting in the delivery to 16,897 mailboxes. This email achieved an open-rate of 11.5% and click-through-rate of 2%. An additional message was sent to the subscriber list of LEAP’s industry publication Logic + Magic (n = 2,916). The email delivered to the organic audience yielded an open rate of 23% and click-through-rate of 3%. The follow-up email was delivered to the 14,702 individuals that had not opened the initial message. This effort yielded a modest open rate of 6% and click-through-rate of 1%.

By completing the survey, all respondents were entered into a drawing for a tablet computer bundle (MSRP \$1,200). Participation was voluntary, with the ability to exit the survey at any time, without penalty. All responses were confidential and all data reported at the aggregate level to further ensure confidentiality.

Participants were informed of the benefits and potential risks (none) of participation on a landing page that preceded the survey. Prior to beginning the survey, consent was granted by clicking a box that indicated agreement with the study parameters.

Results

In-House Marketing

Nearly all respondent companies had an internal marketing department (91%). These departments tended to be on the smaller side, with 64% employing 10 or fewer individuals. Participants were asked to rank their satisfaction with eight functions of their company's in-house marketing team on a four-point scale from very unsatisfied to very satisfied. A not applicable response was included for those functions that were not currently handled by the in-house marketing team. These functions were: web, mobile, SEO, digital advertising, email, social media, public relations, and brand content.

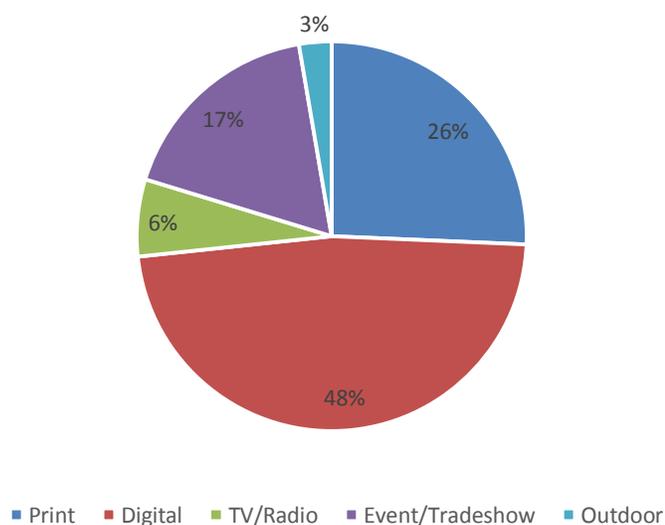
Most companies were active in all eight functions (see *Table 3*). Interestingly, 58% of companies reported not conducting SEO in-house and 22% indicated not conducting digital advertising in-house. The mean satisfaction for all eight activities was 3.08 (satisfied), with individual functions ranging from 2.76 to 3.25. The highest-rated function was brand content (3.25) while the lowest-rated was mobile (2.76). The level of satisfaction appears to correlate with the capacity to conduct the work in-house, as nearly 22% of companies outsourced all mobile marketing, indicating some hesitancy to handle this work in-house.

Table 3: Satisfaction with In-House Marketing Department Functions

	Very unsatisfied	Unsatisfied	Satisfied	Very satisfied	Not applicable	Mean
Web	5%	17%	41%	35%	2%	3.08
Mobile	7%	28%	29%	29%	21%	2.76
SEO	2%	35%	33%	25%	5%	2.86
Digital Advertising	5%	17%	37%	19%	22%	2.9
Email	1%	14%	45%	34%	6%	3.18
Social Media	7%	19%	38%	31%	5%	2.98
Public Relations	4%	16%	38%	34%	8%	3.1
Brand Content	1%	13%	43%	40%	2%	3.25

Marketing delivery channel. In order to measure the delivery of marketing content, the survey prompted the respondents to estimate the percentage of marketing distributed through each of five channels: (a) print, (b) digital, (c) TV/radio, (d) event/tradeshow, and (f) outdoor advertising. The overwhelmingly most popular channel was digital, which on average accounts for 48% of all marketing activity (See Figure 1). This channel was followed by print, and event/tradeshow. Only 6% of marketing activity was delivered via TV/radio.

Figure 1: Percentage of Marketing via Distribution Channel

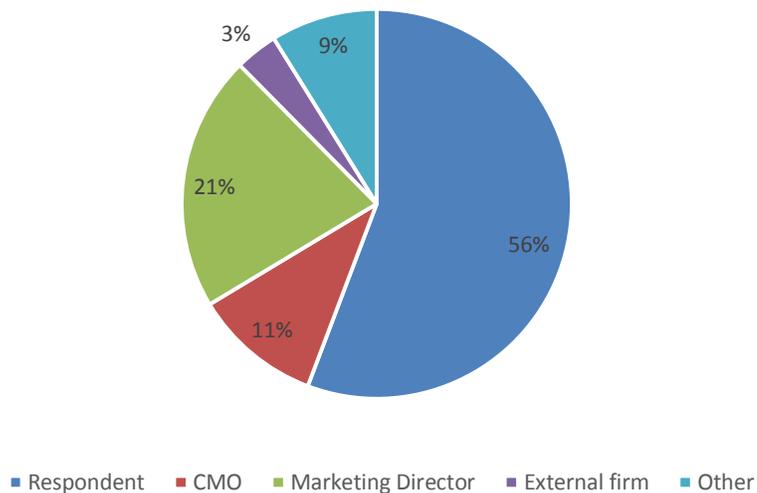


In order to further hone in on the digital space, respondents ranked by importance, six digital marketing activities: (a) search engine optimization, (b) PPC campaigns, (c) blogging, (d) social media, (e) electronic newsletter, and (f) mobile applications. Rankings ranged from one (most important) to six (least important), thus a lower average ranking score indicates higher importance. The most important marketing activities were search engine optimization (2.35), social media (2.99), and e-newsletters (3.19), followed by blogging (3.83), mobile applications (4.22), and PPC campaigns (4.26).

External Marketing

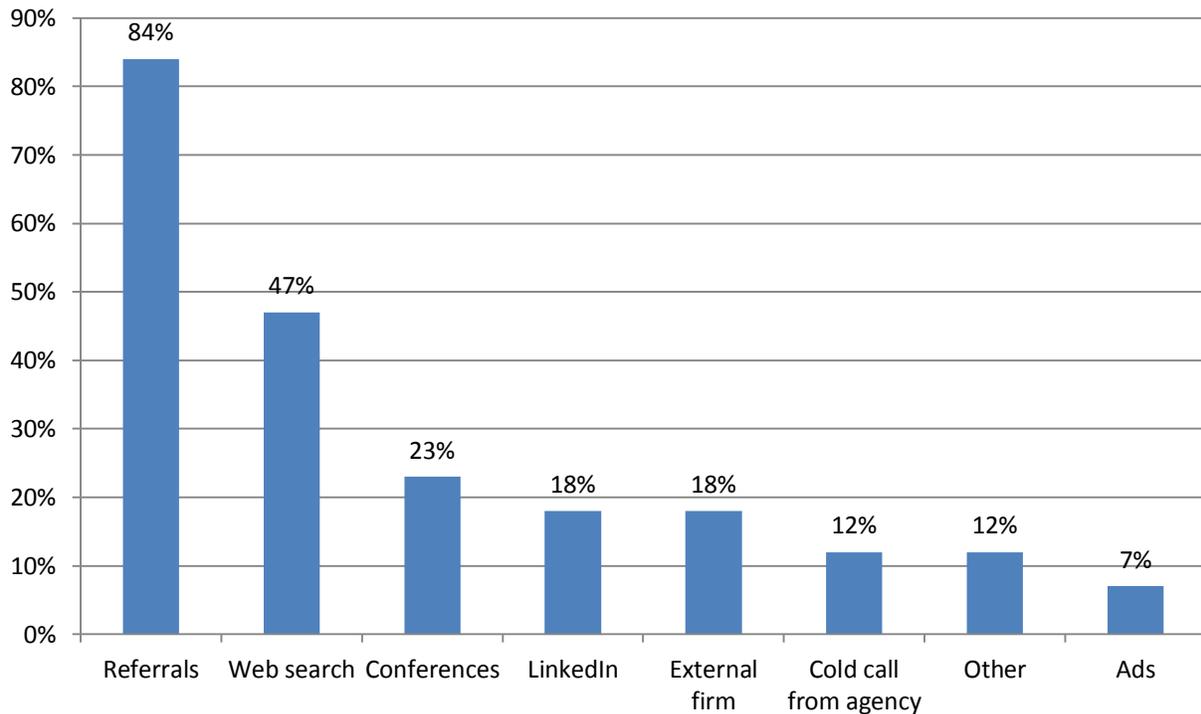
Decision making. When asked which individual makes recommendations about potential marketing activities, the majority of respondents (56%) indicated that they were responsible for those decisions. This result was followed by the marketing director (21%), and chief marketing officer (11%; see *Figure 2*). “Other” responses included: CEO, owner, and group decision.

Figure 2: Who in company makes recommendations for marketing activities?



The identification of potential marketing agencies was achieved through referrals from other professionals (84%¹ of respondents utilize this technique) and web search (47% of respondents utilize this technique). Advertisements were only considered by 8% of survey participants (see *Figure 3*). “Other” methods included: soliciting award winners, open bid process, social media, and prior relationships.

Figure 3: Identification of Potential Marketing Agencies



Current agency. Participants were asked to indicate their satisfaction with their company’s current external marketing agency/agencies on a four-point Likert-type scale. The mean score was 3.01 (satisfied), with 84% of respondents claiming to be “satisfied” or “very satisfied” with their current provider.

¹ This item asked respondents to check all applicable identification methods.

Valued Traits and Characteristics

The major focus of this study was the identification of those traits and characteristics most-valued by a company when making a decision about an external marketing agency.

Agency characteristics. Survey participants rated, on a four-point Likert-scale (from 1 representing “very unimportant” to 4 representing “very important”), the importance of 11 characteristics when making a decision about an external marketing agency. There was substantial variation in the mean scores from the least important to most important characteristics (see *Table 4*). The most important factors were examples of work, both creative product and actionable results, access to staff, and reliability of quoted prices; factors related to output. Less important to marketing professionals was the size of the agency, location, and years of existence.

With regard to agency size, nearly every respondent (88%) preferred an agency smaller than (47%) or equal in size (41%) to their own employer. Not surprisingly, most respondents preferred that the potential agency be located within a manageable proximity to their company. 81% of surveyed marketers indicated a desire for an agency located within a two hour drive of their business.

In contrast to previously held beliefs, sector specialization was not among the most important agency characteristics, rating as the 8th most important out of 11 measured factors. The findings from this study are more in line with recent literature that show the trend to be in decline (RSW, 2014).

Table 4: Importance of agency characteristics

<i>Characteristic</i>	<i>Mean Score</i>
Examples of actionable results	3.58
Access to staff	3.53
Examples of creative product	3.51
Reliability of quoted prices	3.5
Digital expertise	3.39

Reputation of clients	3.35
Access to leadership	3.21
Sector specialization	3.04
Years of existence	2.76
Location	2.59
Size	2.4

Agency traits. Utilizing the same four-point Likert-scale, respondents rated the importance of 24 traits or attitudinal descriptors when considering an external marketing agency. There was considerably more variation in the trait ratings, with mean scores ranging from 1.67 (between very unimportant and unimportant) to 3.75 (very important). Among the most important traits were descriptors such as honest, intelligent, responsive, and strategic. Both accessible and responsive showed up among the top five most important traits, reaffirming the finding from the previous section that indicated access to staff near the most important agency characteristics.

The least-valued traits, which rated between unimportant and very unimportant, were submissive, status quo, elite, and disruptive.

Table 5: Importance of agency traits

<i>Trait</i>	<i>Mean Score</i>
Honest	3.75
Intelligent	3.63
Responsive	3.61
Strategic	3.58
Accessible	3.52
Collaborative	3.5
Innovative	3.49
Transparent	3.48
Proactive	3.42
Passionate	3.42
Flexible	3.38
Respectful	3.35

Data-driven	3.32
Affordable	3.32
Analytical	3.28
Ambitious	3.17
Bold	3.04
Edgy	2.62
Provocative	2.56
Safe	2.42
Disruptive	2.19
Elite	2.16
Status Quo	1.73
Submissive	1.67

Group differences.

In order to test for group differences in scoring on the valued traits and characteristics, a series of Multivariate Analysis of Variance (MANOVA) tests were run, to explore differences in outcome variable scores by gender and company size. Given the small sample size ($n = 111$) relative to the number of outcome variables ($n_{\text{traits}} = 24$; $n_{\text{characteristics}} = 11$), there is some hesitation to publish the results, but given the exploratory nature of the study, the findings are published in the following section.

Gender. There was not an overall statistically significant difference in trait rating based on gender, $F(24, 86) = .78, p = .43$. Individual tests of between-subjects effects revealed that significant gender differences did exist for the traits affordable and provocative. On average, males rated provocative as more important (2.69) than females (2.38). While a difference does exist, neither gender rated provocative among the most important traits. Affordable was rated more important by females (3.47) than males (3.22), ranking as the 7th most important trait for females and the 14th most important for males (See Table 6).

Table 6: Importance of agency traits by gender

<i>Trait</i>	<i>Male Mean Score</i>	<i>Female Mean Score</i>
Honest	3.80	3.70
Intelligent	3.61	3.66
Responsive	3.56	3.68
Strategic	3.59	3.57
Accessible	3.50	3.55
Collaborative	3.48	3.55
Innovative	3.52	3.47
Transparent	3.50	3.45
Proactive	3.42	3.45
Passionate	3.45	3.38
Flexible	3.36	3.43
Respectful	3.30	3.40
Data-driven	3.30	3.36
Affordable	3.22	3.47
Analytical	3.30	3.26
Ambitious	3.23	3.06
Bold	3.02	3.06
Edgy	2.64	2.57
Provocative	2.69	2.38
Safe	2.38	2.49
Disruptive	2.30	2.02
Elite	2.06	2.28
Status Quo	1.83	1.60
Submissive	1.75	1.57

Similarly, there was not an overall statistically significant difference in characteristic based on gender, $F(11, 99) = .90, p = .44$. Individual tests of between-subjects effects did not reveal any significant gender differences in characteristic rating.

Table 7: Importance of agency characteristic by gender

<i>Characteristic</i>	<i>Male Mean Score</i>	<i>Female Mean Score</i>
Actionable results	3.52	3.68
Access to staff	3.47	3.62
Reliability of prices	3.44	3.57
Creative product	3.44	3.64
Digital expertise	3.44	3.32
Reputation of clients	3.33	3.38
Access to leadership	3.14	3.3
Industry specialization	2.97	3.13
Years in existence	2.8	2.7
Location of agency	2.55	2.62
Size of agency	2.34	2.47

Company size. While the overall tests of gender were not significant, the overall models were statistically significant for company size. There was an overall statistically significant difference in trait based on company size, $F(48, 174) = .52, p = .05$. Individual tests of between-subjects effects revealed that status quo was significantly more important to small companies (1.93; less than 100 employees) than medium-sized (1.40; 101-1,000 employees). While statistically significant, this finding is of minimal practical significance, as it was rated among the least important traits among all respondents.

Table 8: Importance of agency traits by company size (employees)

<i>Trait</i>	<i>Small Company</i>	<i>Medium Company</i>	<i>Large Company</i>
Honest	3.83	3.80	3.62
Intelligent	3.65	3.55	3.64
Responsive	3.59	3.70	3.59
Strategic	3.54	3.55	3.67
Accessible	3.52	3.55	3.51
Collaborative	3.50	3.55	3.49
Proactive	3.48	3.35	3.38
Innovative	3.48	3.55	3.46
Passionate	3.46	3.40	3.36

Respectful	3.46	3.30	3.21
Flexible	3.41	3.30	3.38
Transparent	3.37	3.70	3.51
Affordable	3.37	3.45	3.18
Analytical	3.31	3.30	3.23
Data-driven	3.26	3.45	3.33
Ambitious	3.20	3.05	3.18
Bold	3.06	3.10	3.00
Edgy	2.7	2.50	2.56
Provocative	2.59	2.45	2.56
Safe	2.48	2.60	2.26
Elite	2.17	2.05	2.21
Disruptive	2.04	2.15	2.44
Status Quo	1.93	1.40	1.64
Submissive	1.72	1.65	1.62

There was an overall statistically significant difference in trait based on company size, $F(22, 202) = .71, p = .03$. Both reliability of quoted prices and available examples of creative product were significantly more important to medium-sized companies than small or large companies.

Table 7: Importance of agency characteristic by company size (employees)

<i>Characteristic</i>	<i>Small Company</i>	<i>Medium Company</i>	<i>Large Company</i>
Reliability of prices	3.56	3.65	3.33
Digital expertise	3.54	3.35	3.21
Actionable results	3.5	3.85	3.54
Creative product	3.46	3.85	3.41
Access to staff	3.46	3.8	3.49
Reputation of clients	3.39	3.35	3.31
Access to leadership	3.17	3.5	3.13
Industry specialization	3.15	3.2	2.79
Years in existence	2.89	2.65	2.64
Location of agency	2.56	2.6	2.64
Size of agency	2.28	2.6	2.46

Summary

The primary objective of this study was to determine those traits and characteristics most valued by marketing executives when deciding upon an external marketing partner. Responses were solicited from a list of 17,000 marketing professionals; of which 113 participated in the online survey of marketing behavior. Most respondents (80%) held a management or executive level marketing position, with 20% in the role of chief marketing officer or vice president. The majority of study participants were male (55%), held a Bachelor's degree or higher (86%), and worked for a small to medium-sized business (workforce of less than 100; 53%) that generates less than \$25 million a year in revenue (46%).

Nearly all respondent companies possessed an internal marketing department (91%). These departments tended to be on the smaller side, with 64% employing 10 or fewer individuals.

Most companies were active in web, mobile, email, digital advertising, social media, public relations, and brand content. Interestingly, 58% of companies reported not conducting SEO in-house and 22% indicated not conducting digital advertising in-house.

All surveyed participants were actively engaged with one or more external agencies, with 84% claiming to be "satisfied" or "very satisfied" with their current external provider. The identification of potential marketing agencies occurred through referrals from other professionals (84%² of respondents utilize this technique) and web-search (47% of respondents utilize this technique).

Central to the objective of this study was the identification of those traits and characteristics most-valued by marketing executives when identifying external marketing partners. Survey participants rated, on a four point Likert-scale (from 1 representing "very

² This item asked respondents to check all applicable identification methods.

unimportant” to 4 representing “very important”), the importance of 11 characteristics and 24 traits when making a decision about an external marketing agency. The most important characteristics were examples of work, both creative product and actionable results, access to staff, and reliability of quoted prices; factors related to output. Less important to marketing professionals were the size of the agency, location, and years of existence.

Among the most important traits were descriptors such as honest, intelligent, responsive, and strategic. Both accessible and responsive showed up among the top five most important traits, reaffirming the finding from the above paragraph that indicated access to staff was among the most important characteristics. The least-valued traits, which rated between unimportant and very unimportant, were submissive, status quo, elite, and disruptive.

Group differences in scoring on the valued traits and characteristics were assessed using multivariate testing. These results were largely void of any statistical or practical significance. Most interesting was a gender difference in the importance of affordability; with females, on average, valuing affordability more than males.

Discussion

The results of the survey reveal several interesting insights into the activities, values and characteristics most highly regarded by marketing executives.

From a production standpoint, fewer than half of the surveyed marketing teams conduct SEO in-house and the SEO work that is being produced in-house is poorly regarded, with 37% rating the work as unsatisfactory. Compounding this problem is the high value placed on SEO. When asked to rank six digital marketing activities, SEO ranked the most important, ahead of PPC, blogging, social media, e-newsletters, and mobile applications. There is a market for high-quality, impactful SEO by external agencies.

In terms of locating a marketing partner, the most common methods are referrals (utilized by 84% of respondents) and web-search (utilized by 47% of respondents). This finding places a premium on maintaining strong relationships with both current and former clients, as those clients are a primary source of future referrals. While agencies may be hesitant to spend money on internal marketing, the results of the survey suggest that having a searchable and presentable website is one of the most important factors in competitive recognition and differentiation. Of particular importance are web content showcasing examples of actionable results and creative product. The availability of such shareable work ranked among the most important characteristics when making a decision about an external marketing agency.

Agencies often build target personas of the ideal client, using factors such as geographic location and proximity to focus marketing spend and RFP response. However, according to this study, these traditional culture characteristics of location and size were among the least important factors when considering a partnering agency. More important is the end product, with the highest rankings for actionable results, access to staff, examples of creative product, and reliability of quoted prices.

In a similar vein, sector specialization, previously held as one of the more valued characteristics, ranks eighth among the 11 measured factors. More important than industry specialization is digital expertise, suggesting a shift from experience in a particular vertical and more importance in understanding digital trends in communication and consumption.

There has long been a proclivity among advertising agencies, particularly smaller outfits, to present themselves as daring, revolutionary, or edgy. The findings from this survey suggest that those traits are not in line with the values of the sampled executives. Descriptors like bold, edgy, provocative, and disruptive rated among the bottom third of the 24 measured traits.

Honesty ranked as the most important followed by traits related to foresight and vision: intelligent, responsive, and strategic. Going back to a point made earlier, marketing involves a significant investment, requiring responsible spending driven by sound strategy. While creativity is important, the results of this study suggest an emphasis on comprehensive understanding and alignment of creative endeavors with business, marketing, and communication objectives.

At the end of the day, marketing is about relationships; connecting meaningfully with a client and strengthening the bond between client and customer. The most successful relationships will be those built on commonly held ideals, values, and vision. The challenge of tomorrow will be to continue to foster those relationships, cognizant of those most values beliefs and ideals, turning objectives into strategy and strategy into executable content.

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Appendix A:
Survey Instrument

Gender

Please indicate your gender

- Male
- Female

What is your current role in the company?

Please select the descriptor that best fits your current role.

- Chief Marketing Officer
- Marketing Director
- VP of Marketing
- Digital Marketing Director
- Marketing Manager
- Product Manager
- Other

Other role

If you selected "other" in the previous question please indicate your position below.

How long have you been with your current company?

- less than 6 months
- 6 months- 1 year
- 1-3 years
- 4-6 years
- 7-9 years
- 10-12 years
- 13-15 years
- more than 15 years

How long have you worked in marketing (considering all marketing-related positions) ?

- less than 6 months
- 6 months- 1 year
- 1-3 years
- 4-6 years
- 7-9 years
- 10-12 years
- 13-15 years
- 16-18 years
- 19-21 years
- 22-24 years
- 25-27 years
- 28-30 years
- 31-33 years
- 34-36 years
- more than 36 years

What is the highest degree or level of school that you have completed?

- less than high school
- high school diploma or equivalent
- some college, no degree or certificate
- postsecondary non degree award
- Associate's degree
- Bachelor's degree
- Master's degree
- Doctoral or professional degree

Please indicate the academic major of your highest completed degree.

Which industry best captures the primary mission of your company?

- Accommodation and Food Services
- Administrative and Support and Waste Management and Remediation Services
- Agriculture, Forestry, Fishing and Hunting
- Arts, Entertainment, and Recreation
- Construction
- Educational Services
- Finance and Insurance
- Health Care and Social Assistance
- Information
- Management of Companies and Enterprises
- Manufacturing
- Mining, Quarrying, and Oil and Gas Extraction
- Professional, Scientific, and Technical Services
- Public Administration
- Real Estate and Rental and Leasing
- Retail Trade
- Transportation and Warehousing
- Utilities
- Wholesale Trade
- Other

If you selected other for the previous question please indicate the industry below.

Please estimate the total number of current employees at your company.

- 1-10
- 11-25
- 26-50
- 51-100
- 101-250
- 251-500
- 501-1000
- 1001-2500

- 2501-5000
- 5001-10,000
- greater than 10,000

Please estimate the average yearly revenue for your company.

- Under \$25M
- \$25M-\$100M
- \$100M-\$250M
- \$250M-\$500M
- \$500M-\$1B
- \$1B-\$5B
- Greater than \$5B

Please indicate in which state your company is headquartered.

- Alabama
- Alaska
- Arizona
- Arkansas
- California
- Colorado
- Connecticut
- Delaware
- Florida
- Georgia
- ... 29 additional choices hidden ...
- South Dakota
- Tennessee
- Texas
- Utah
- Vermont
- Virginia
- Washington
- West Virginia
- Wisconsin
- Wyoming

Does your company have an in-house marketing department?

- Yes
- No

How many employees work in the marketing department?

- 0
- 1-5
- 6-10
- 11-15
- 16-20
- 21-25

- 26-50
- 51-100
- greater than 100

Please indicate your current level of satisfaction with each facet of your in-house marketing department

	Very unsatisfied	Unsatisfied	Satisfied	Very satisfied	Not applicable
Web	<input type="radio"/>				
Mobile	<input type="radio"/>				
SEO	<input type="radio"/>				
Digital Advertising	<input type="radio"/>				
Email	<input type="radio"/>				
Social Media	<input type="radio"/>				
Public Relations	<input type="radio"/>				
Brand Content	<input type="radio"/>				

Considering all marketing activities, please estimate the percentage of time spent on each activity.

Values for each activity may range from 0 to 100. The total for all activities should sum to 100.

Print	<input type="text"/>
Digital	<input type="text"/>
TV/Radio	<input type="text"/>
Event/Tradeshaw	<input type="text"/>
Outdoor	<input type="text"/>

Please rank order the following digital marketing activities by importance.

Drag the digital marketing activity (left column) to the corresponding ranking (right column).

	1- Most Important	2	3	4	5	6- Least important
Search Engine Optimization	<input type="radio"/>					
PPC campaigns	<input type="radio"/>					
Blogging	<input type="radio"/>					
Social media	<input type="radio"/>					
Electronic newsletter	<input type="radio"/>					
Mobile applications	<input type="radio"/>					

Who in your company primarily investigates and makes recommendations about potential marketing activities?

- I primarily make those decisions.
- Chief Marketing Officer
- Marketing Director
- External agency/firm
- Other

If you selected other please indicate who primarily makes recommendations about marketing activities

How does your company identify potential marketing agencies?

Please check all applicable responses

- Web searches
- Referrals from other professionals
- LinkedIn
- External agency search firm
- Advertisements
- Conferences
- Cold call from agency
- Other

If you selected other please indicate how your agency identifies potential marketing agencies.

What is the primary focus of your existing external marketing agency/agencies ?

Please check all applicable responses

- Branding/creative
- Traditional advertising
- Digital marketing
- Media buying
- PR
- Search marketing

How satisfied are you with your current external marketing agency/agencies?

- Very unsatisfied
- Unsatisfied
- Satisfied
- Very satisfied

Please consider the traits that you would look for in an ideal external marketing agency when answering the following questions.

Please indicate the importance of sector/industry specialization when considering an external marketing agency.

- Very unimportant
- Unimportant
- Important
- Very important

Please indicate the importance of digital marketing expertise when considering an external marketing agency.

- Very unimportant
- Unimportant
- Important
- Very important

Which word/phrase best describes the role of an ideal marketing partner?

- Decision-making partner
- Strategy partner
- Service provider

Which word/phrase best describes the role of an ideal marketing partner?

- Autonomous leader

- Consulting leader
- Follower/ "Yes-man"

Please rate the importance of each company characteristic when considering an external marketing agency.

	Very unimportant	Unimportant	Important	Very important
Size of agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location of agency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Years in existence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reputation of clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliability of quoted prices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Available examples of creative product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Available examples of actionable results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to agency staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to agency leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What is the ideal size of a marketing agency?

- Smaller than my company
- Similar in size to my company
- Larger in size than my company

What is the ideal proximity (in driving time) of a marketing firm to your business ?

- Less than 30 minutes
- Less than an hour
- Less than 2 hours
- Less than 3 hours
- Less than 4 hours
- Less than 5 hours
- Less than 6 hours

In which geographical region would your ideal marketing agency be located ?

- Mid-West
- North East
- South East
- South West
- West
- North West
- Mid-Atlantic

Please rate the importance of each trait when considering an external marketing agency.

	Very unimportant	Unimportant	Important	Very important
Data-driven	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Analytical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bold	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Edgy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Status Quo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Disruptive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Intelligent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ambitious	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Transparent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Honest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Submissive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please rate the importance of each trait when considering an external marketing agency.

	Very unimportant	Unimportant	Important	Very important
Proactive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Responsive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Flexible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Passionate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collaborative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provocative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Respectful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elite	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please use this space to elaborate on the processes used or traits valued when considering a digital marketing agency.

This item is optional.