Executive Summary
Deloitte CMO Survey 2017
Conducted biannually since 2008 by Duke University’s Fuqua School of Business, the Deloitte CMO Survey reports on the current priorities and planning for over 2,800 marketing leaders working in a wide variety of industries. Results represent management and executive-level priorities and perspectives, with 94.9% of respondents being VP level or above.

The survey allows marketers and executives to compare staffing, budgeting, and investment across the broader marketing landscape, and to track changes in both strategy and sentiment. The survey is conducted via internet questionnaire twice each year, and serves as an objective source of information about marketing topics. The results are compiled and published twice per year.

This executive summary focuses on the six essential findings of the 2017 survey.
Digital ad spending is increasing dramatically, rising 14% per year on average vs. traditional ad spending. Traditional ad spending, meanwhile, is showing no signs of growth.

![Graph showing traditional and digital advertising spend from Feb-12 to Feb-17]

*Refers to media advertising not using the Internet. Showing only data from February surveys.*
CRM spending is steadily increasing, growing 8% per year on average.
Many marketers are finally realizing the consequences of poorly integrated customer information across channels.

*Question asked in Feb-11 for the first time.*
Marketers plan to spend 376% more on analytics to improve customer experience over the next 3 years.
32.2% of marketers cite a lack of adequate analytics tools and processes for measuring success, while an additional 9.5% think that current analytics tools are overly complex.
68.4% of marketers don’t use analytics data to help in making everyday business decisions.

*This question was asked in Feb-12 for the first time.

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>31.6%</td>
</tr>
<tr>
<td>B2B Product</td>
<td>31.0%</td>
</tr>
<tr>
<td>B2B Services</td>
<td>29.0%</td>
</tr>
<tr>
<td>B2C Product</td>
<td>33.2%</td>
</tr>
<tr>
<td>B2C Services</td>
<td>38.5%</td>
</tr>
</tbody>
</table>

Percent of projects using marketing analytics before a decision is made:

Feb-12: 37.0%
Aug-12: 35.0%
Feb-13: 30.4%
Aug-13: 29.0%
Feb-14: 32.5%
Aug-14: 32.3%
Feb-15: 29.0%
Aug-15: 31.0%
Feb-16: 35.3%
Aug-16: 34.7%
Feb-17: 31.6%
Across the board, survey respondents reported substantial increases in online marketing. Respondents also indicated a growing need for data-driven, user-friendly marketing and analytics tools and resources. They also weighed in on the effectiveness of social media spending as well as a wealth of other related topics.

The full results of the survey are beyond the scope of this summary. To read the entire 2017 CMO Survey, contact Deloitte at ownthejourney@deloitte.com.