



Are Canada's marketers keeping up with the pace of change?

CMO Survey Results
September 20, 2018



Are Canada's marketers keeping up with the pace of change?

That's the question we set out to answer with a recent survey of more than 100 Canadian CMOs and senior-level marketing decision makers, together with our research partner, Maru/Blue.

The result is an exciting new initiative we're calling **CMO Lab™** which provides an insider-view of how businesses and brands are responding to change and how Canadian marketers are shouldering a range of new responsibilities.

In addition to the research, the CMO Lab project will feature a content hub with first-hand insights in the form of podcasts, articles and videos which highlight how some of Canada's top marketers are adapting to change and thriving in this disrupted environment.

www.CMOLab.ca

Methodology: Quantitative Research

A survey of 100 Canadian CMOs or other decision makers in the marketing function was completed online in May 2018 using Maru/Blue's Maru Voice Canada online panel.

In order to qualify:

- The CMO (or other marketing decision-maker) was Canadian;
- Respondents needed to be at least partly responsible for marketing/communications decisions; and
- Businesses need to fall in a Canadian jurisdiction.

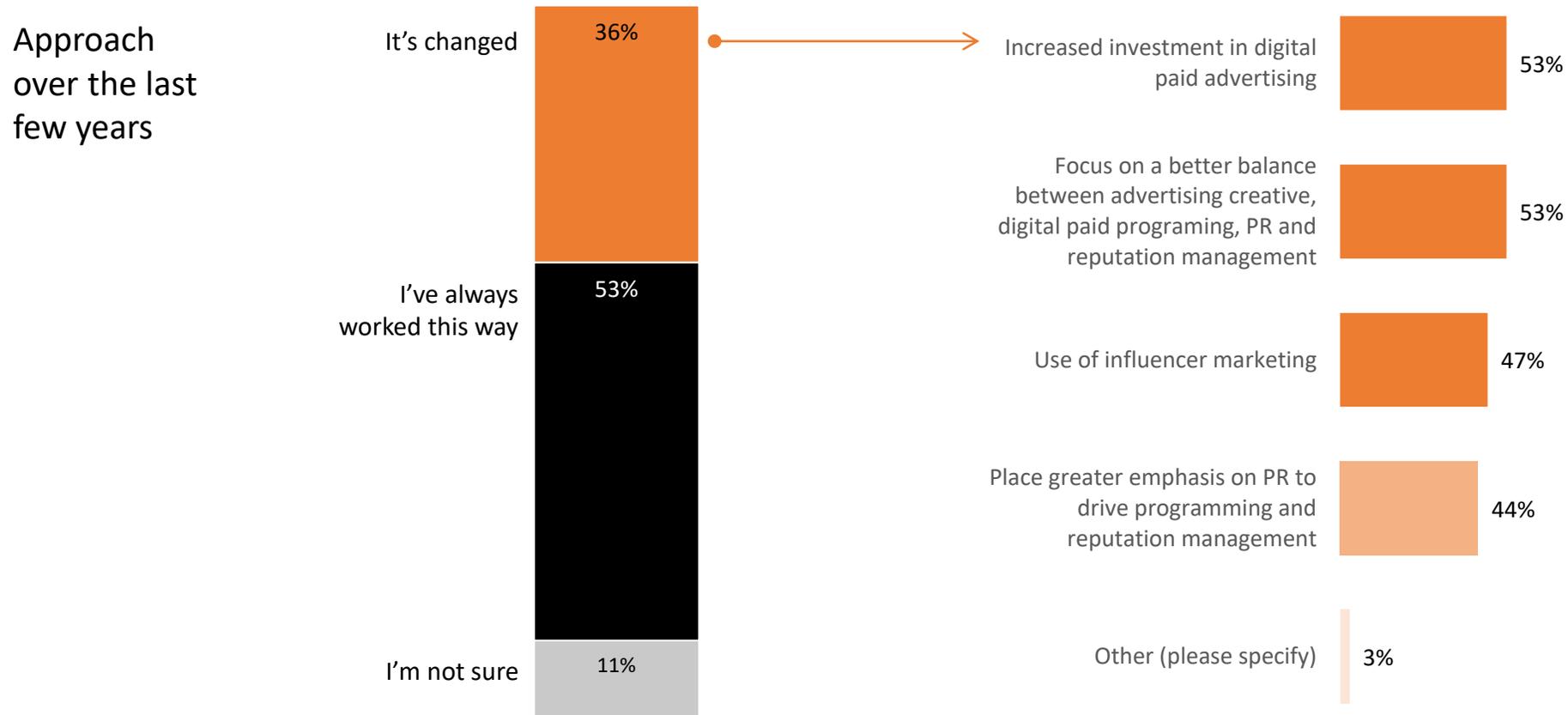
About Maru/Blue

[Maru/Blue](#) is a premium quality data services firm that provides reliable global data connections for brands, agencies, and market research. We create value for our clients by connecting them with expertly profiled known respondents. The result? Reliable, reproducible insights. We deliver instant access to the general population, specific markets, and your or your competitor's customers.

About Maru/Blue's Online Panels

[Springboard America](#), and [Maru Voice Canada](#), established more than a decade ago, are a testament to their commitment and depth of engagement. More recently they've developed the [Maru Voice Business Canada](#) and Springboard America Business Forum, both excellent sources for business-to-business research. Maru/Blue also recently announced the launch of its exclusive [Qualitative Community](#) and acquisition of [Hispanic panel Tú Cuentas](#).

Only a third of CMOs have changed their approach in the last few years – half making an increased investment in new forms of media



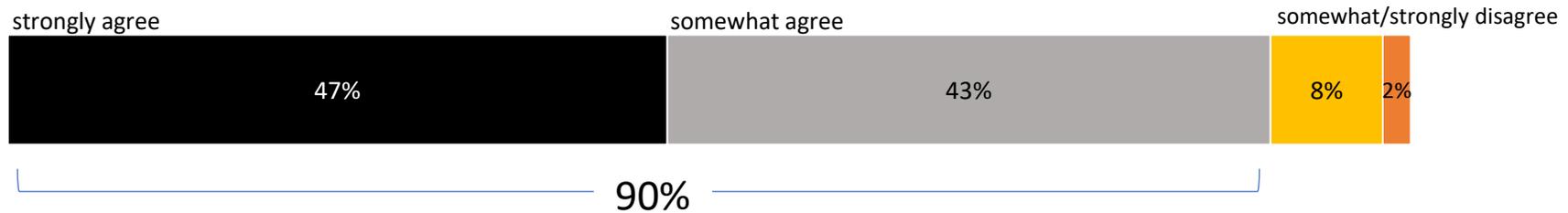
Q19 Has your approach changed in the last few years or have you always worked this way? Base: All (n=100)

Q21 In what ways has your approach changed?

Base: those who have changed their approach (n=36)

90% of CMOs believe reputation has become more critical in the past few years

Managing reputation has become more critical in the past few years



Nearly two-thirds of CMOs' plans are not fully prepared to pivot if required by external factors

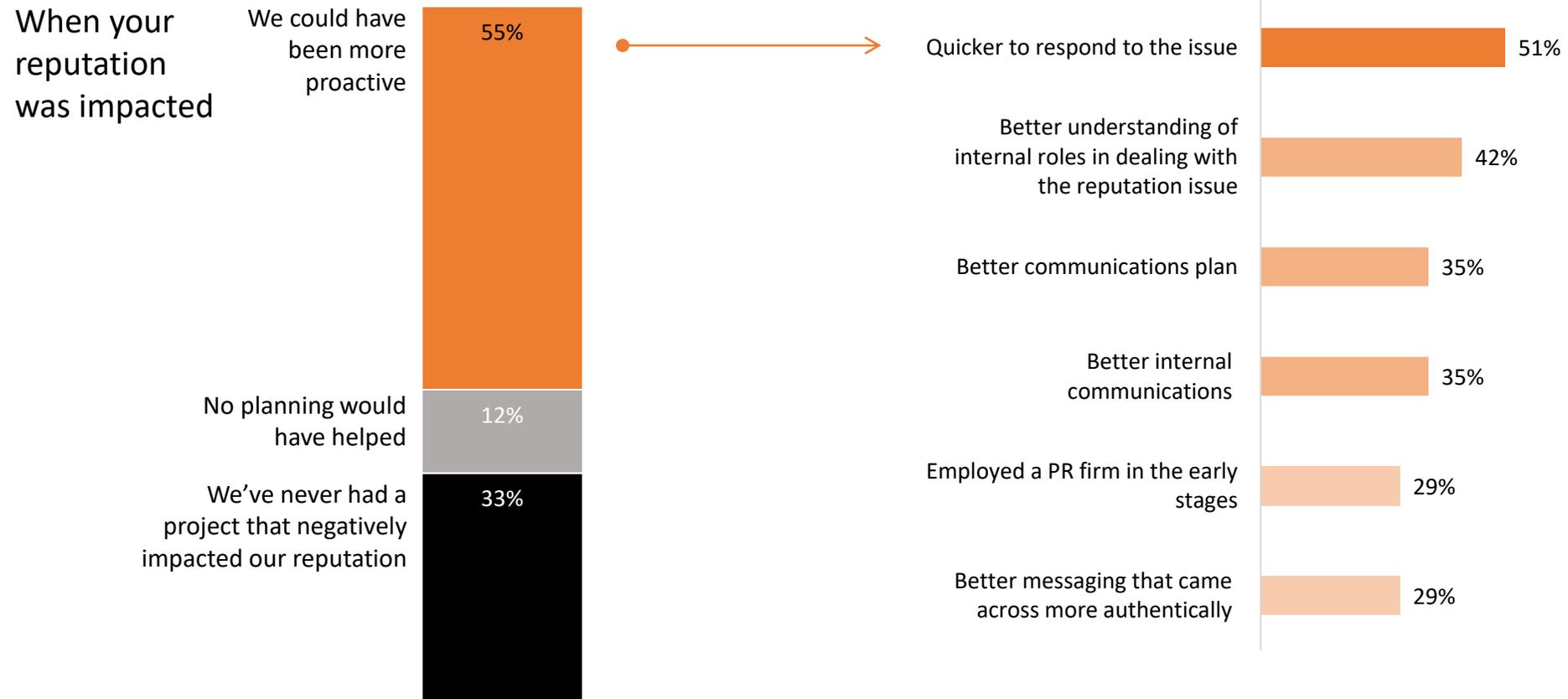
Organization prepared to pivot if external factors require it



Q16 Does your organization have a plan to pivot communications should environmental factors such as weather, audience feedback or economic factors, for example, require it?

Base: All (n=100)

More than half of respondents said they could have been more proactive when it came to protecting their reputation

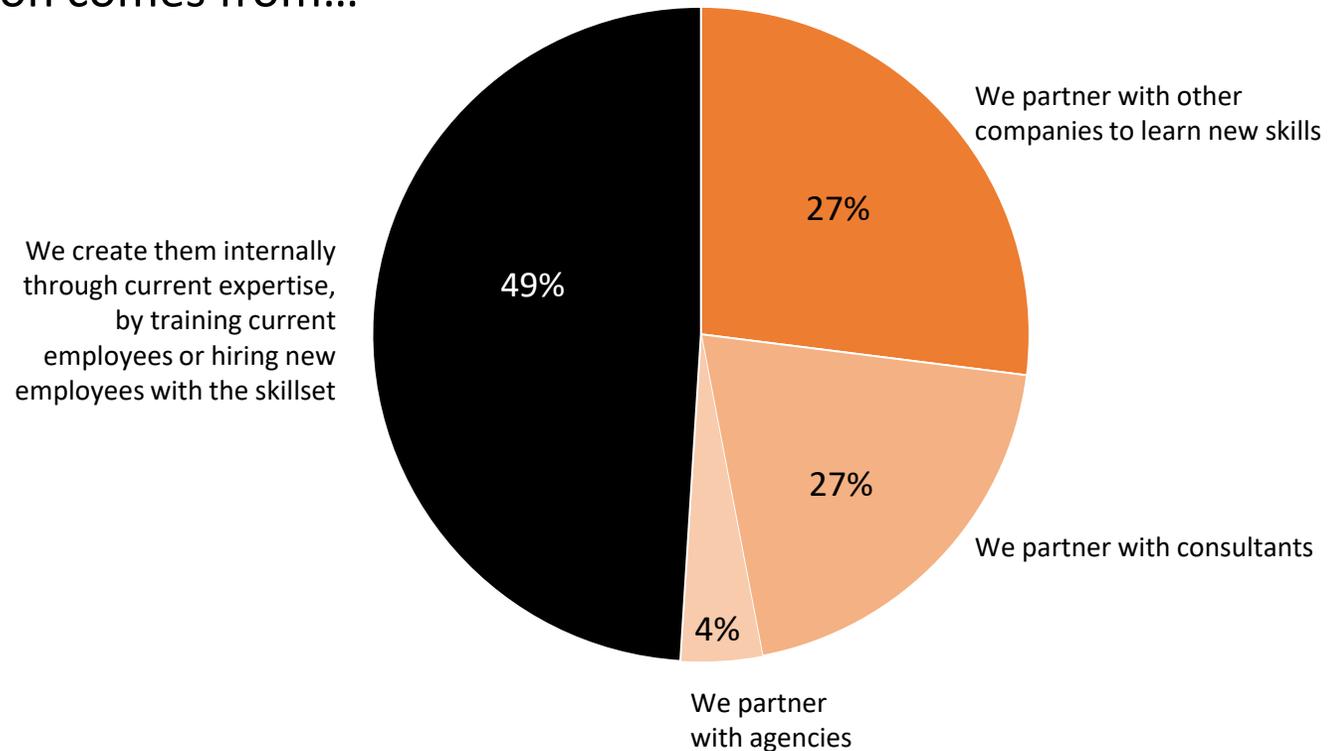


Q29 We're interested in learning a bit more about how you handled a project where your reputation was impacted negatively. Thinking about a project like that, could you have been more proactive about protecting your reputation or would it not have helped? Base: All (n=100)

Q30 In what ways could you have been more proactive? Base: all those who could have been more proactive (n=55)

Half of CMOs say innovation comes from inside the organization and half partner with other organizations

Innovation comes from...

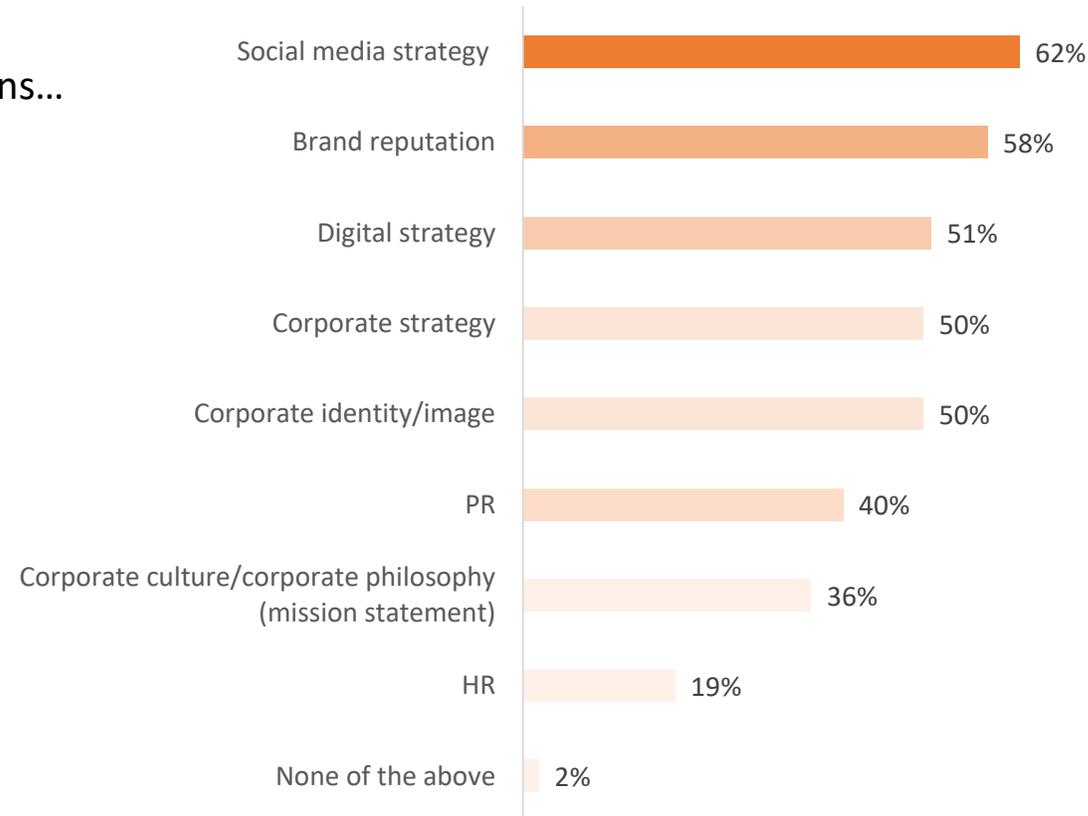


Q5 Where do most innovations in your area of work come from?
Base: All (n=100).

Adopting Integrated Communications

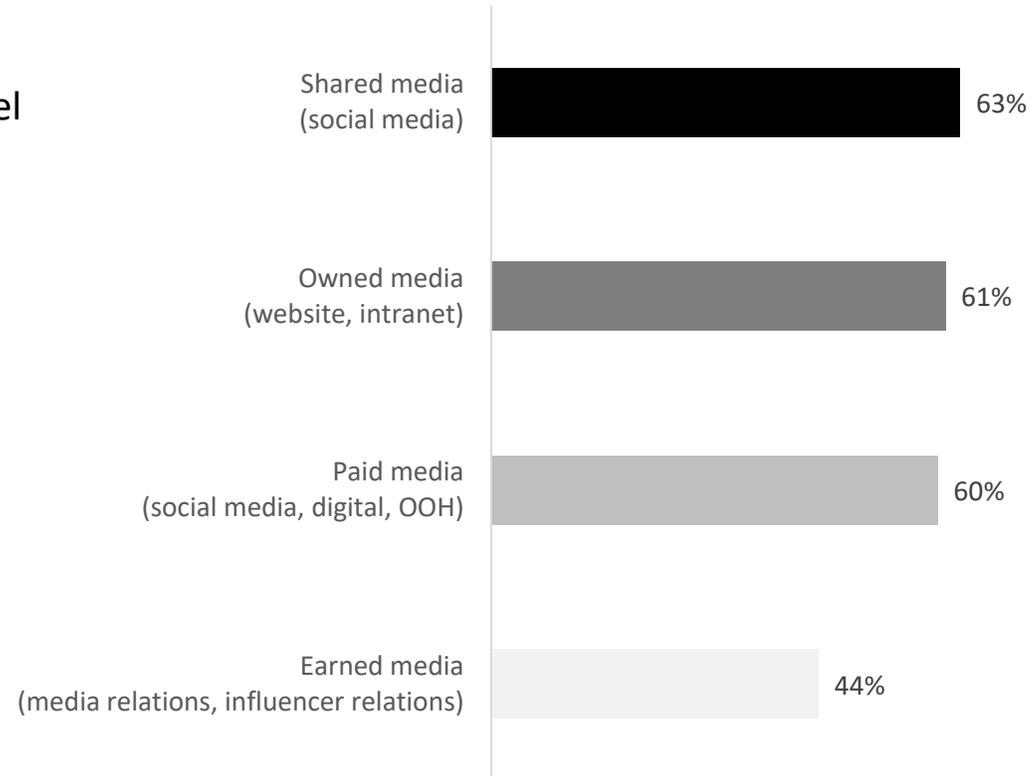
When it comes to planning an organization's marketing, less than half of CMOs include PR, corporate culture or HR initiatives in their plans

Included in communication plans...



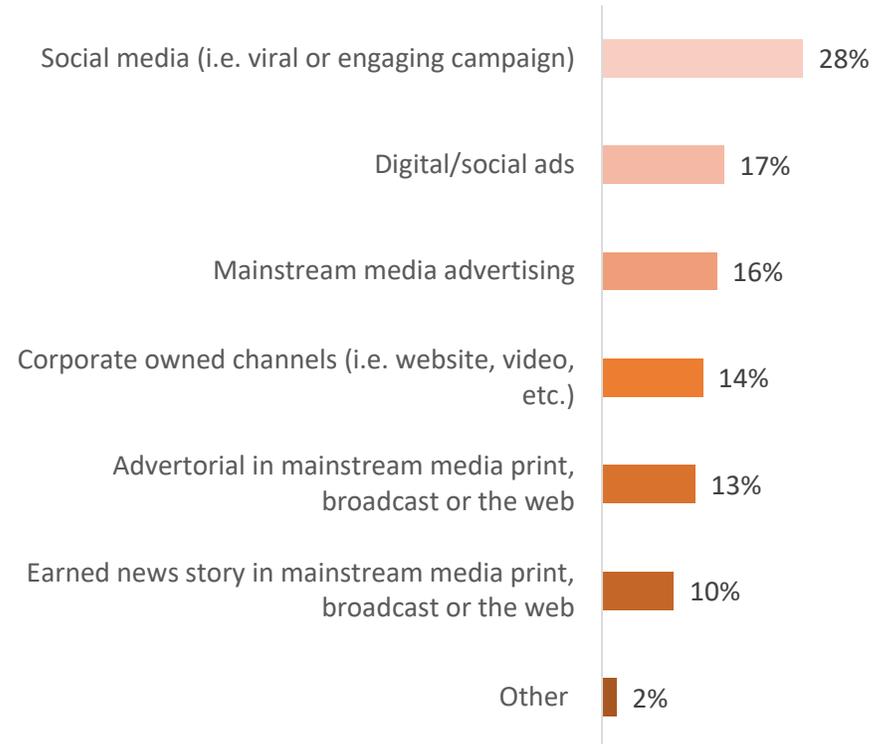
Relatively few CMOs include earned media in their tactics

Tactics from PESO model

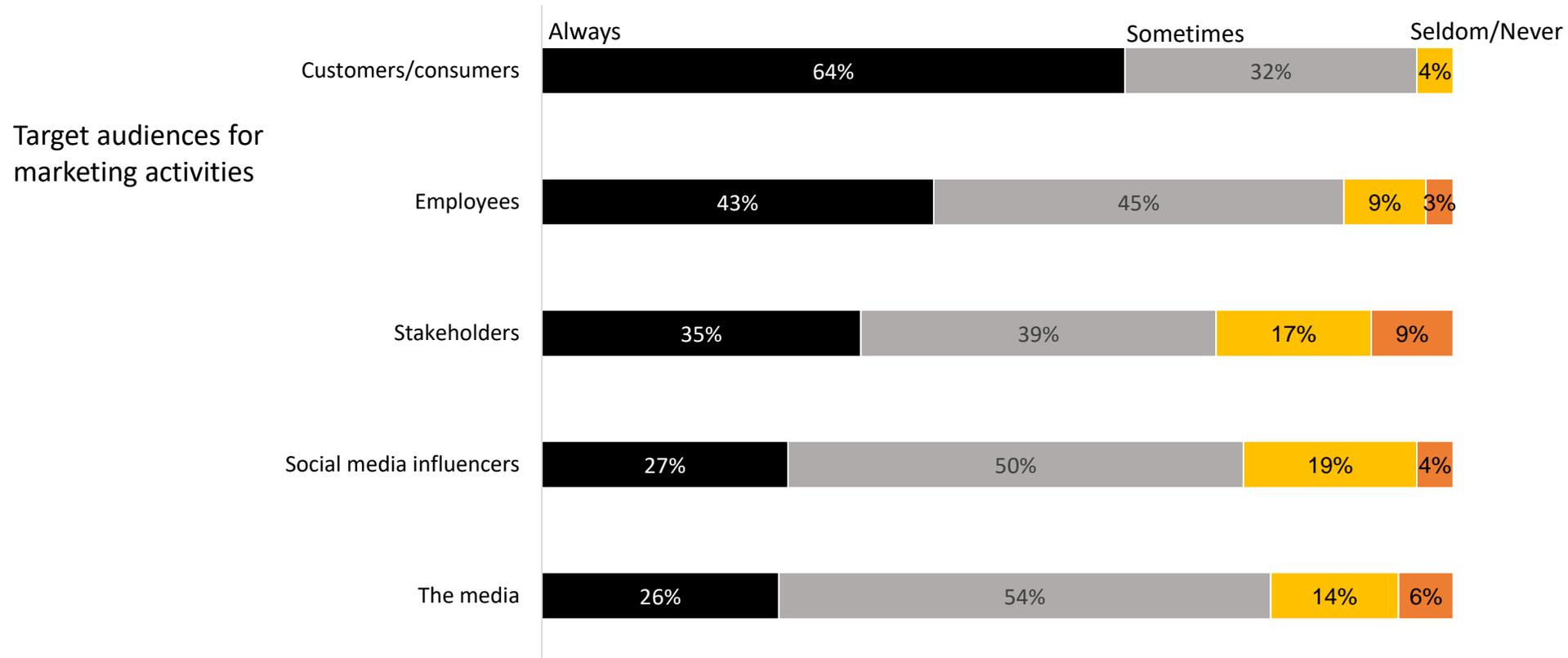


Just over a quarter of CMOs value positive exposure in social media more than anything else

Type of exposure valued most



CMOs are consistently targeting consumers, at the expense of other critical audiences

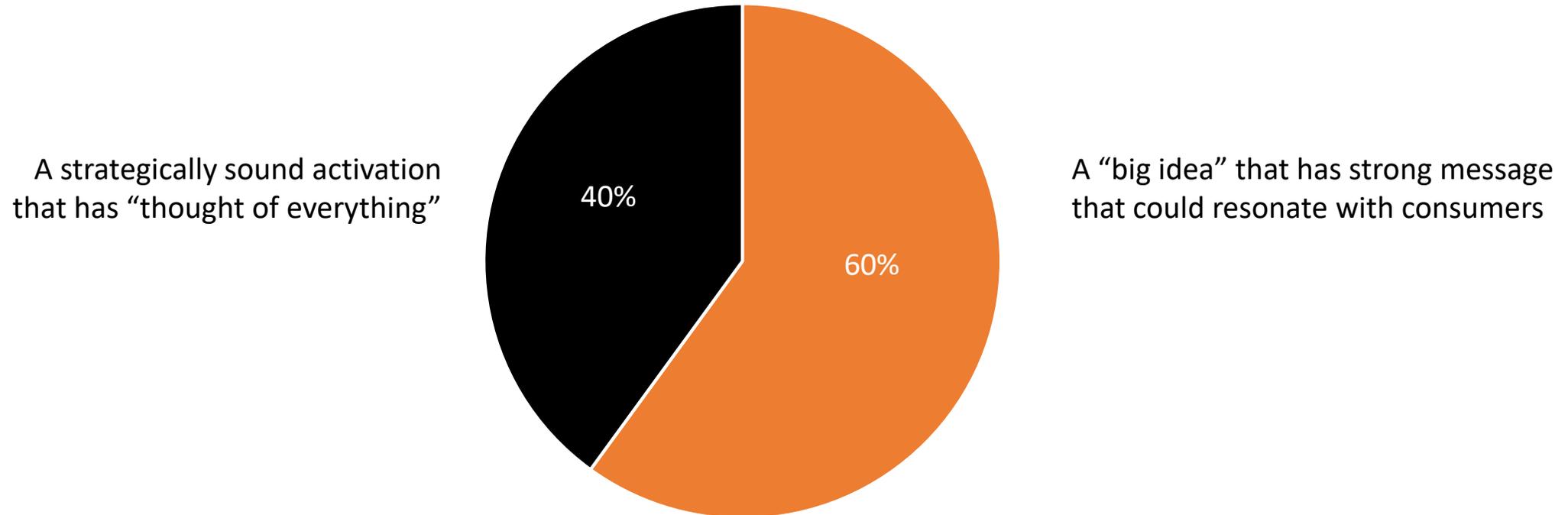


Q28 When you develop activations, who, if any, of the following groups do you integrate as a target audience to help amplify the story?
Base: All (n=100)

Working with Agencies

Most CMOs opt for the “Big Idea” versus a strategy that has thought of everything

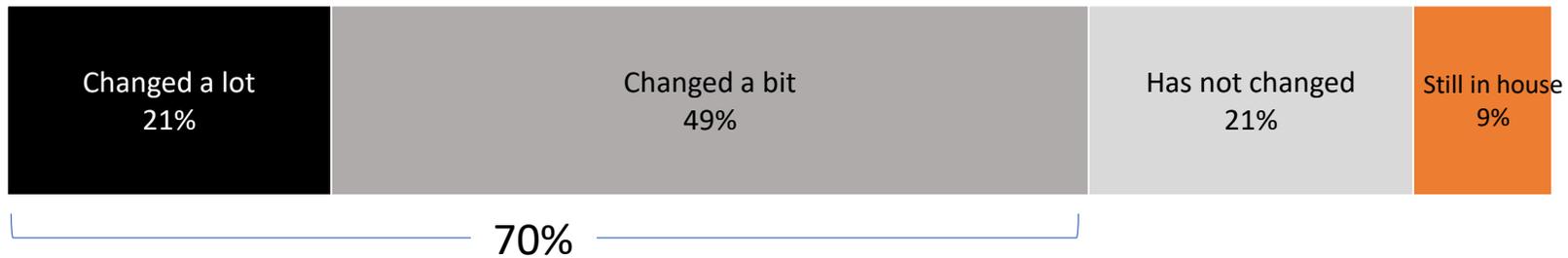
Strategy vs. Big Idea



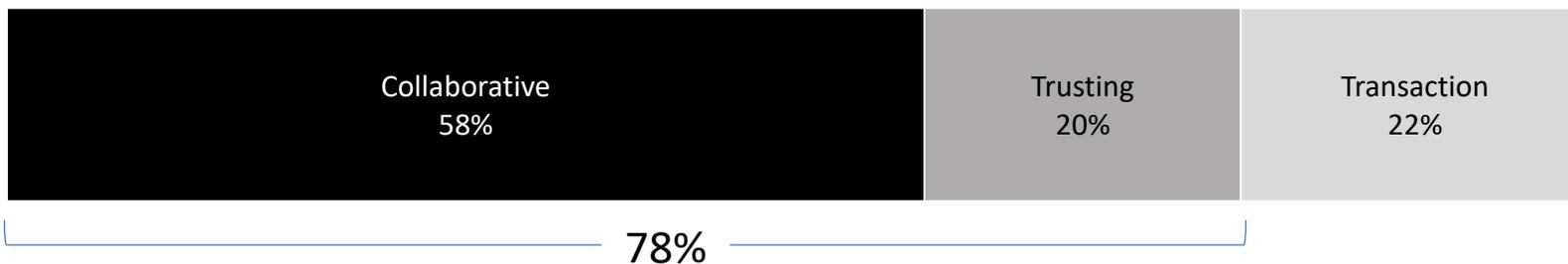
Q18 Which of the following best describes what lies at the heart of your approach?
Base: All (n=100)

70% believe their relationships with agencies have changed in the last 3-5 years

Division of labour



Relationship with agencies



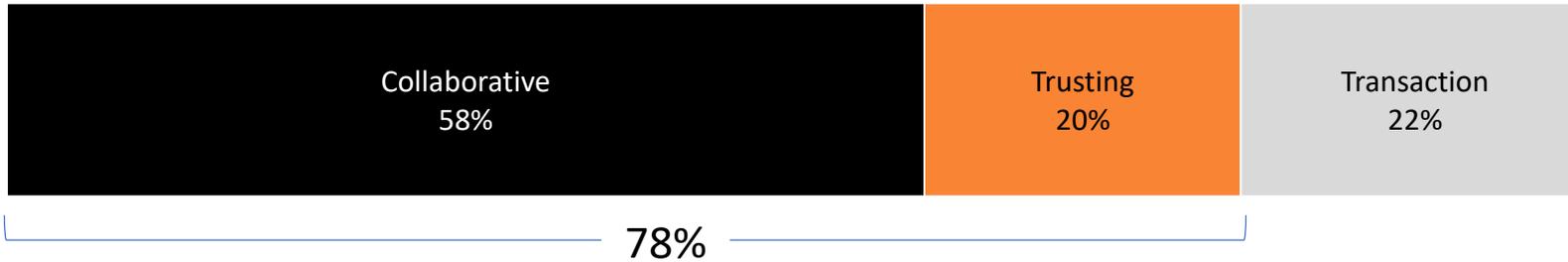
Q12 Which of the following best describes your relationships with your agency/agencies?

Q25 When considering your agency partners across advertising, public relations, digital and media buying, to what extent has the division of labour changed in the last three to five years?

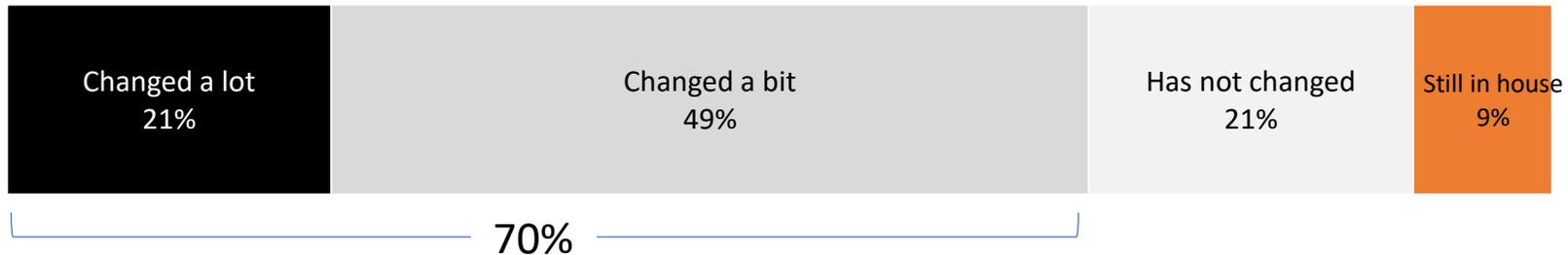
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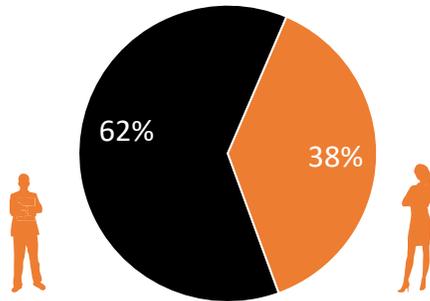
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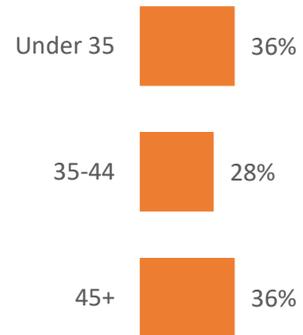
Base: All (n=100)

Who we spoke to

GENDER



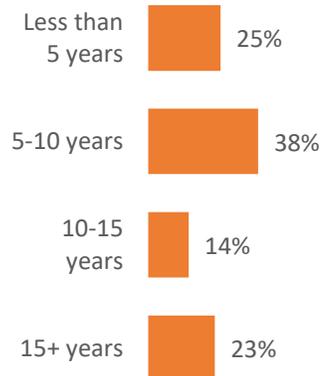
AGE



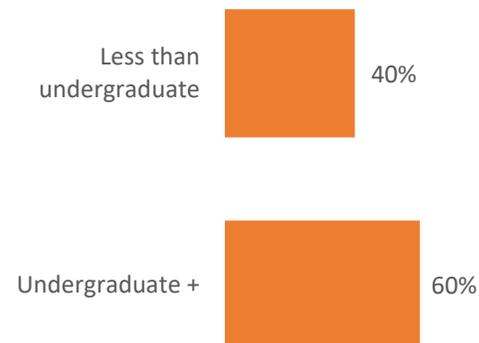
AREAS LED



IN CURRENT ROLE

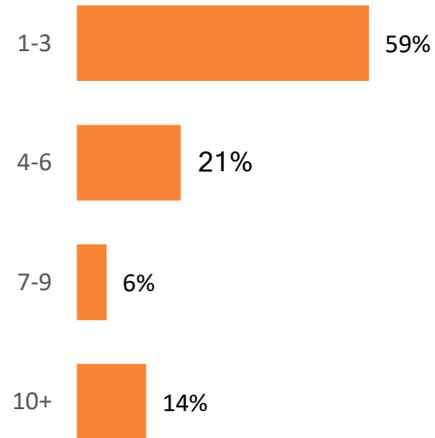


EDUCATION

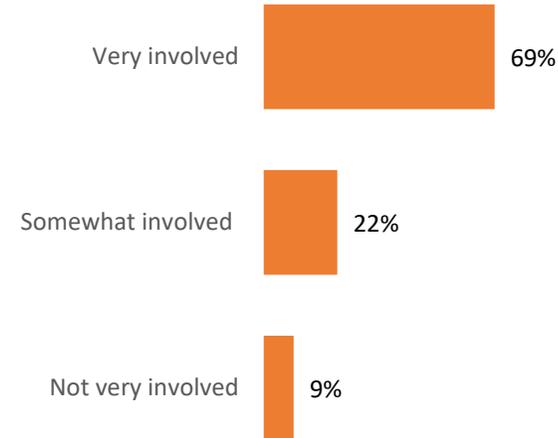


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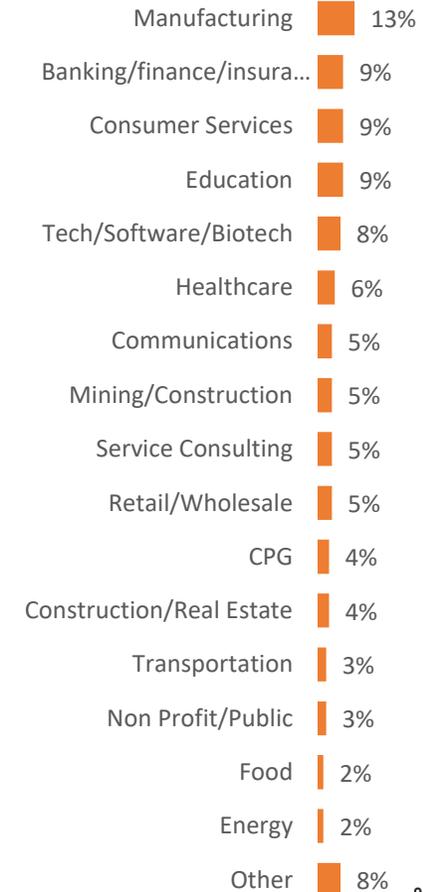
NUMBER OF AGENCIES



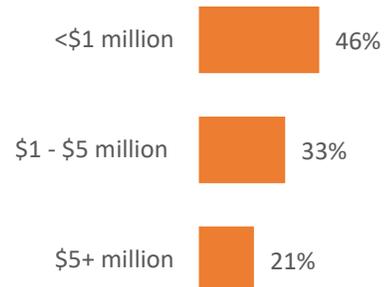
INVOLVED IN CHOOSING AGENCIES



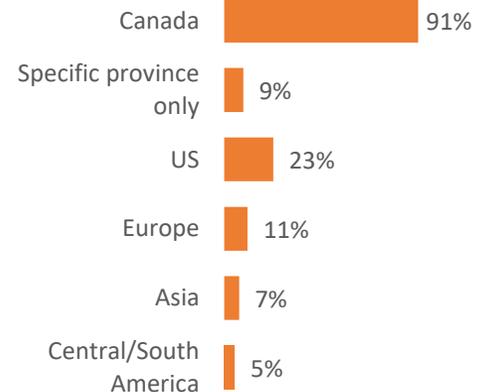
INDUSTRY



AGENCY BUDGET



OPERATING REGION





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