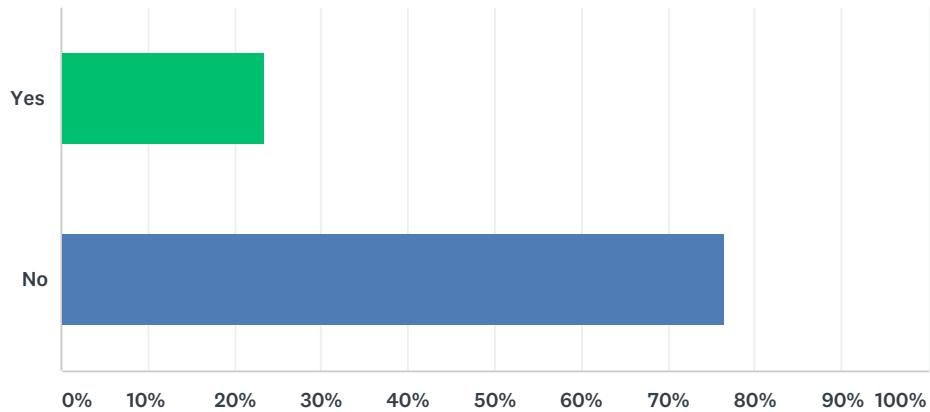


**Q1 First, to set the stage, help us understand marketing's position within your organization. Does your firm have a dedicated Chief Marketing Officer? (Y or N)**

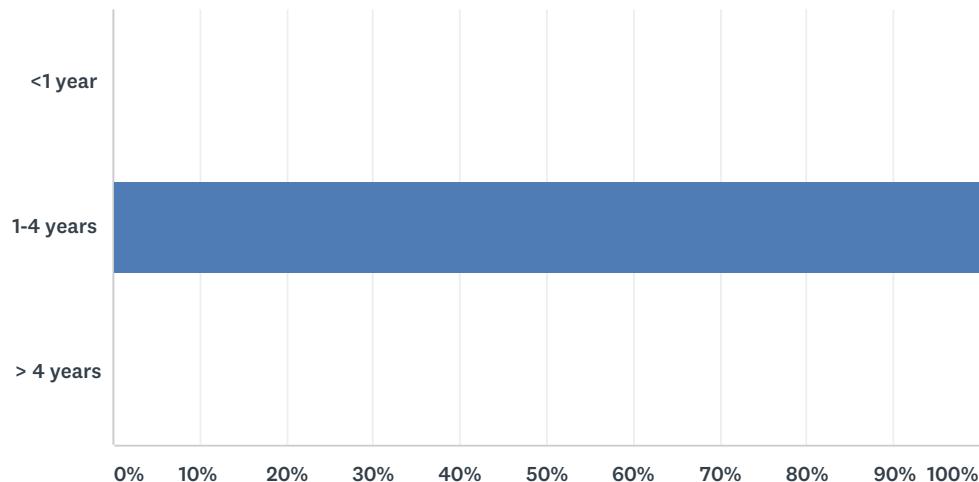
Answered: 17    Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	23.53%	4
No	76.47%	13
TOTAL		17

## Q2 For how long has the position existed? (choose one)

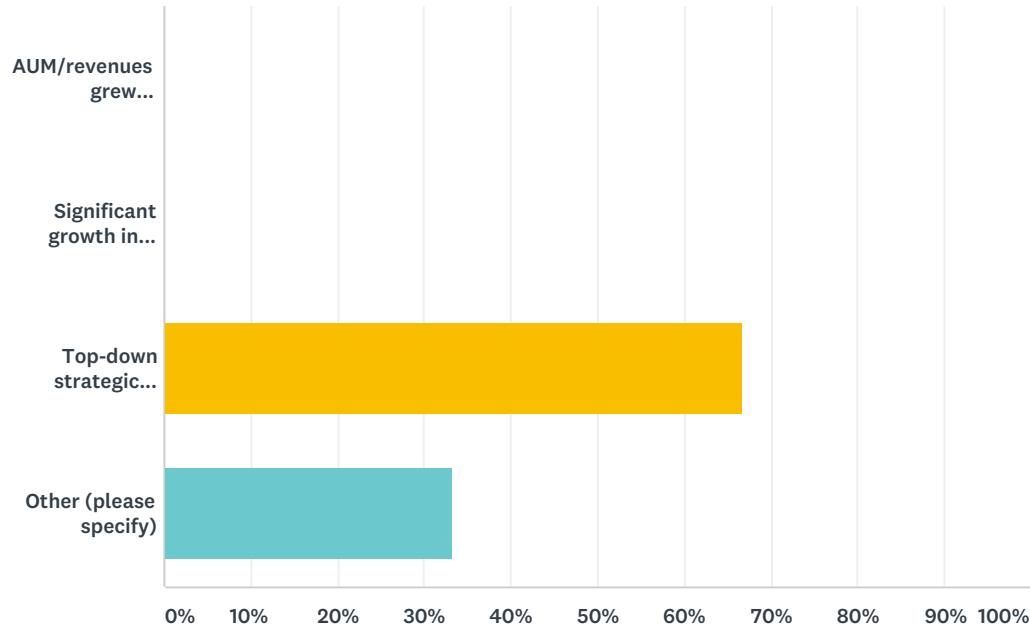
Answered: 3    Skipped: 14



ANSWER CHOICES	RESPONSES	
<1 year	0.00%	0
1-4 years	100.00%	3
> 4 years	0.00%	0
TOTAL		3

### Q3 What was the primary factor that drove creation of the position? (choose one)

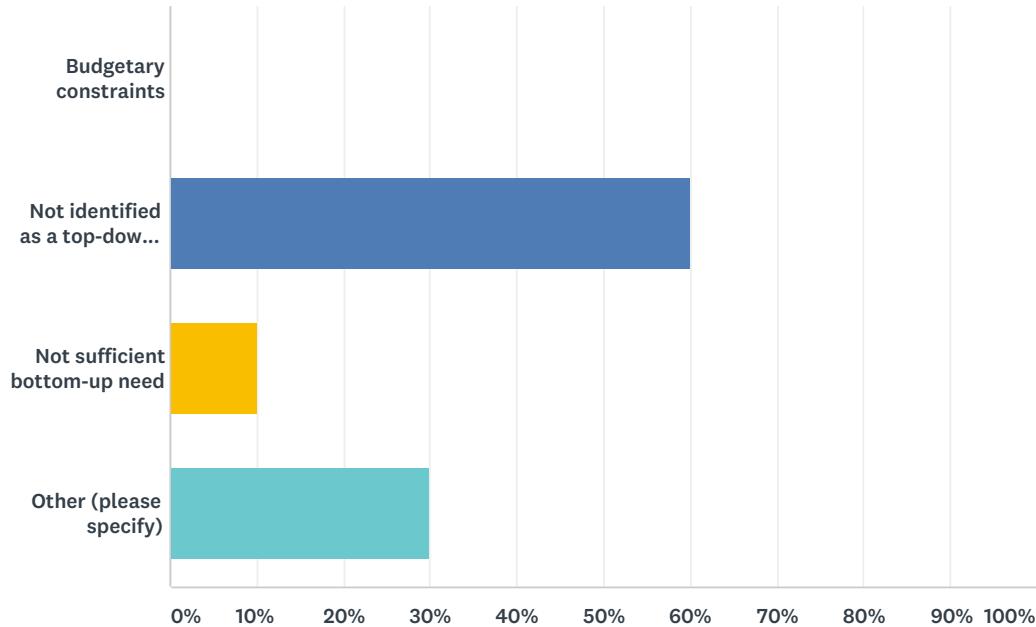
Answered: 3 Skipped: 14



ANSWER CHOICES	RESPONSES	
AUM/revenues grew sufficiently to enable budgeting for the position	0.00%	0
Significant growth in bottom-up demand for marketing content	0.00%	0
Top-down strategic decision to increase focus on marketing	66.67%	2
Other (please specify)	33.33%	1
Total Respondents: 3		

## Q4 What is the primary reason the role does not exist at your firm? (choose one)

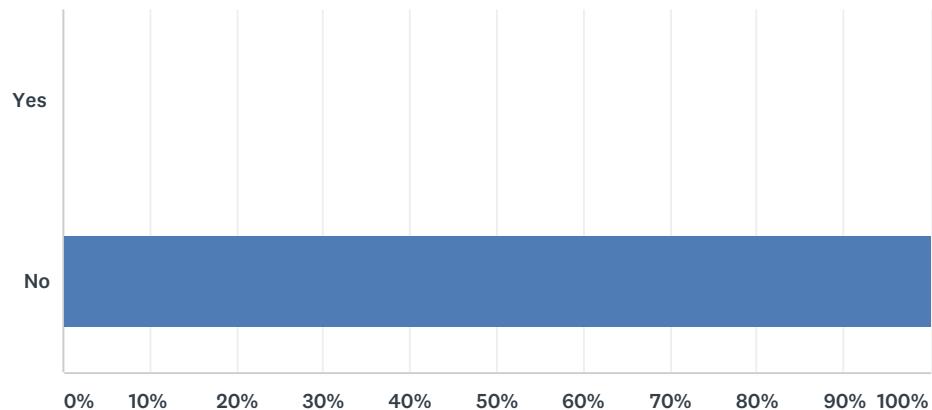
Answered: 10 Skipped: 7



ANSWER CHOICES	RESPONSES
Budgetary constraints	0.00%
Not identified as a top-down strategic priority	60.00%
Not sufficient bottom-up need	10.00%
Other (please specify)	30.00%
Total Respondents: 10	

## Q5 Are you actively considering the creation of a CMO position?

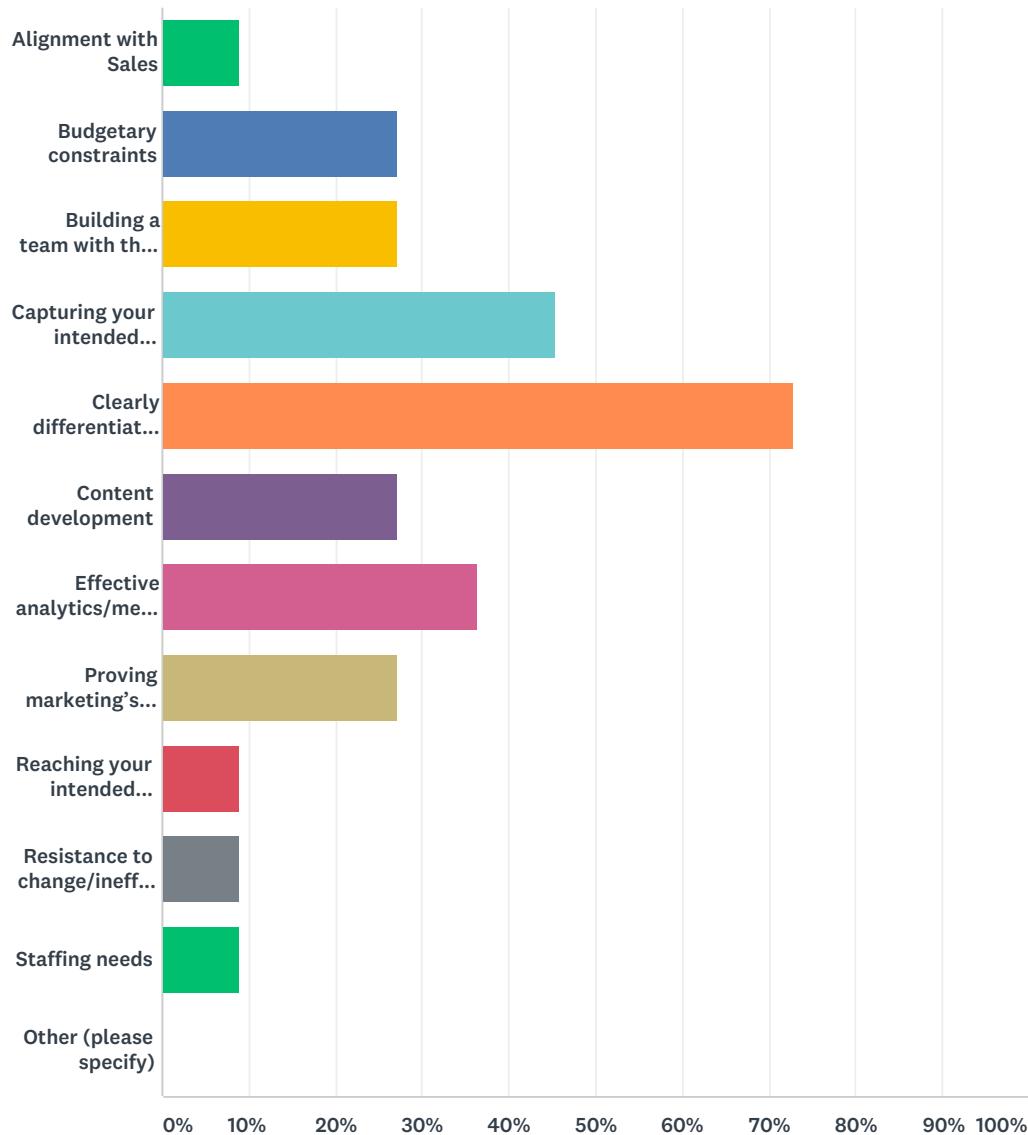
Answered: 10 Skipped: 7



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	100.00%	10
TOTAL		

## Q6 Now let's explore your current list of headaches so that we can understand where you are directing your energies—what are the three most significant challenges you are currently facing?

Answered: 11    Skipped: 6

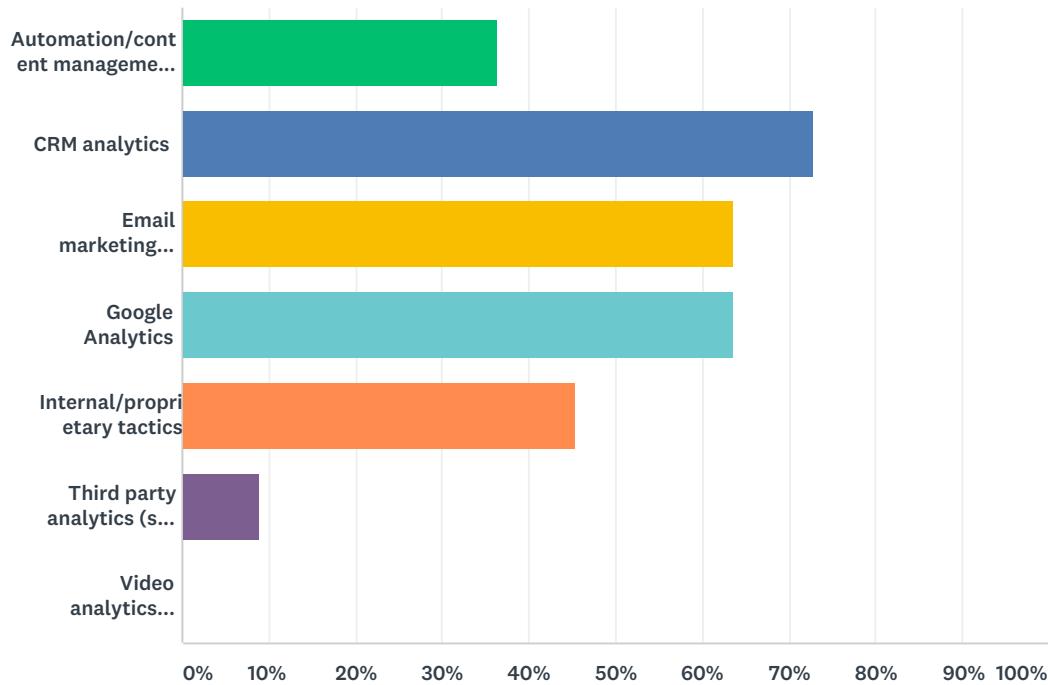


ANSWER CHOICES	RESPONSES	
Alignment with Sales	9.09%	1
Budgetary constraints	27.27%	3
Building a team with the necessary skill set	27.27%	3
Capturing your intended audience's attention	45.45%	5
Clearly differentiating your firm/brand/value proposition	72.73%	8
Content development	27.27%	3

Effective analytics/measurement of ROI	36.36%	4
Proving marketing's value to senior management	27.27%	3
Reaching your intended audience	9.09%	1
Resistance to change/inefficient processes that are ingrained at your firm	9.09%	1
Staffing needs	9.09%	1
Other (please specify)	0.00%	0
Total Respondents: 11		

**Q7 Recognizing that data and the science of marketing is an area of increasing focus, please identify what analytical tools/measurement metrics are you currently using? (choose all that apply)**

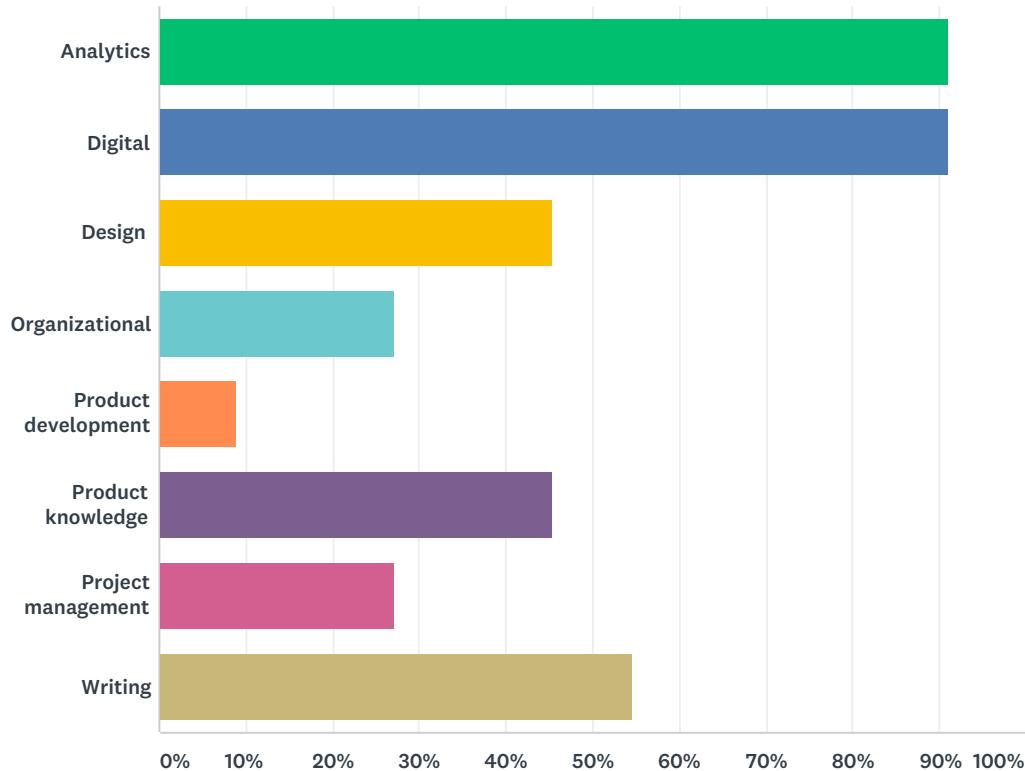
Answered: 11    Skipped: 6



ANSWER CHOICES	RESPONSES	
Automation/content management solutions (such as Seismic, ClearSlide, etc.)	36.36%	4
CRM analytics	72.73%	8
Email marketing solutions (such as Eloqua, Marketo, MailChimp, etc.)	63.64%	7
Google Analytics	63.64%	7
Internal/proprietary tactics	45.45%	5
Third party analytics (such as Asset TV, etc.)	9.09%	1
Video analytics (Brightcove, etc...)	0.00%	0
Total Respondents: 11		

**Q8** Okay, now that we have an understanding of you and your team's current state, help us understand where you would like to be going—what training/skill(s) is most lacking on your marketing team? (choose all that apply)

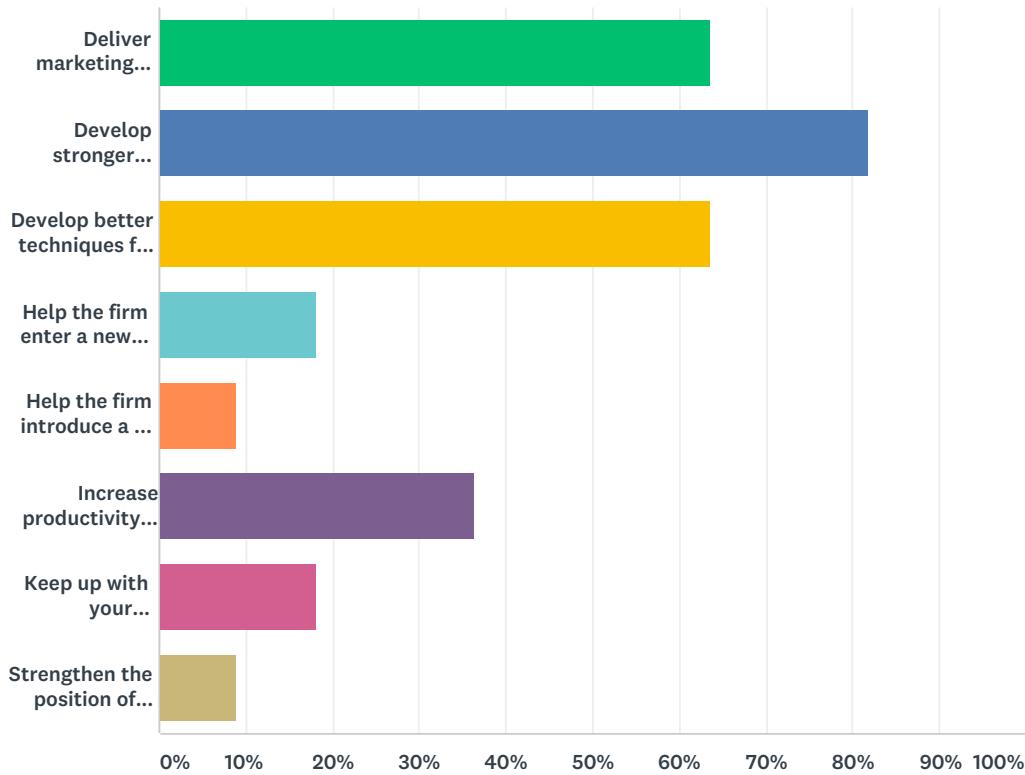
Answered: 11 Skipped: 6



ANSWER CHOICES	RESPONSES
Analytics	90.91% 10
Digital	90.91% 10
Design	45.45% 5
Organizational	27.27% 3
Product development	9.09% 1
Product knowledge	45.45% 5
Project management	27.27% 3
Writing	54.55% 6
Total Respondents: 11	

## Q9 Ideally, how would you most like to use those skills? (choose 3)

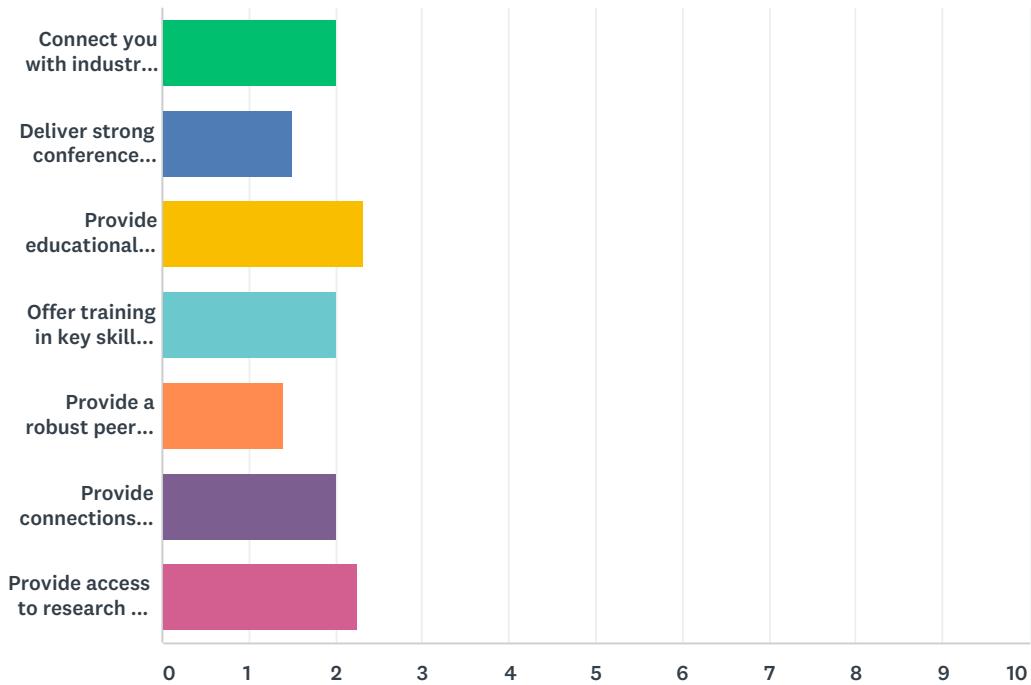
Answered: 11 Skipped: 6



ANSWER CHOICES	RESPONSES
Deliver marketing content in new ways (video, social media, etc.)	63.64% 7
Develop stronger marketing content (generate more reader interest, longer video viewing times, etc.)	81.82% 9
Develop better techniques for reaching your audience (increase email open rates, get more LinkedIn followers, etc.)	63.64% 7
Help the firm enter a new distribution market	18.18% 2
Help the firm introduce a new product/product line	9.09% 1
Increase productivity/produce more with the same or less resources	36.36% 4
Keep up with your competitors in quantity and/or quality	18.18% 2
Strengthen the position of marketing within your firm to obtain additional headcount and/or other resources, more autonomy, etc.	9.09% 1
Total Respondents: 11	

## Q10 What are the three most valuable things that PAICR can do for you/your team? (choose up to 3, and rank them from most important (1) to least)

Answered: 11 Skipped: 6



	#1	#2	#3	TOTAL	WEIGHTED AVERAGE
Connect you with industry talent/potential hires (job board)	40.00% 2	20.00% 1	40.00% 2	5	2.00
Deliver strong conference programming	0.00% 0	50.00% 1	50.00% 1	2	1.50
Provide educational webinars	33.33% 1	66.67% 2	0.00% 0	3	2.33
Offer training in key skills from experienced peers	28.57% 2	42.86% 3	28.57% 2	7	2.00
Provide a robust peer network	20.00% 1	0.00% 0	80.00% 4	5	1.40
Provide connections with industry vendors/service providers	0.00% 0	100.00% 2	0.00% 0	2	2.00
Provide access to research on best practices/industry norms	50.00% 4	25.00% 2	25.00% 2	8	2.25