



THE EVOLVING PR AND MARKETING PARTNERSHIP: BENEFITS OF SELF-REFLECTION

Our survey asked PR pros to look in the mirror and evaluate their own strengths and weaknesses. Through honest assessment of tech adoption, data analysis and ability to prove ROI, PR can bolster its position and its brands by working in unison with marketing.

COHESION TRUMPS COMBAT



BEN CHODOR
President
Intrado Digital Media
(Notified is part of Intrado Digital Media)

The relationship between PR and marketing is ever-changing. Historically, the two disciplines have operated independently. When it comes to embracing hard numbers and quantifiable business metrics, PR has typically fallen short of their marketing counterparts.

In recent years, the lines between PR and marketing have started to blur and it's not always clear-cut when determining who's responsible for driving key business objectives, such as brand awareness, customer advocacy and sales revenue.

What is clear is the need to be data-driven, whether as a marketer or PR professional. Measuring outputs and outcomes to gauge success, making informed decisions and proving business value are imperative. Yet, it's as a metrics-focused practitioner that PR often admits to taking a back seat to marketing.

What can PR learn from marketing to bolster its effectiveness? What activities do PR pros

say should remain in their wheelhouse? And who is more effective at demonstrating value to the C-suite? Our survey respondents shared a lot of interesting, and often candid, answers with us, as you'll see in this eBook.

When we kicked off this project with PRWeek earlier in the year, we could never have imagined the events that have unfolded in the first half of 2020. In the past several months many organizations have been impacted by brands in crisis, displaced employees, and teams and budgets that have been significantly reduced or even eliminated.

For PR and marketing colleagues who might now be coming together as teammates, the uncharted territory can be challenging. However, it can also be an opportunity for these ever-evolving disciplines to work as partners for the collective good of their businesses and brands.



GIDEON FIDELZEID
Managing editor
PRWeek

From the cover through the final page of this eBook, you'll see myriad references to self-reflection. Very apropos, as the foundation of the survey upon which this eBook is built sits the goal of having PR pros take a true look at themselves. What they do well and what they don't. What marketing does better than they do and what they do better than marketing does.

As Ben wisely notes in his comments on this page, the merging of PR and marketing are more evident than ever. And the disciplines must work together and appreciate the fact that each can benefit from the others' strengths to not only do their jobs better, but also to best serve their brands.

Instead of competing, it's fine to admit there are areas in which the other discipline

excels. And once you admit that, you are ready to learn, improve and become even more valuable to your brands.

On the flip side, there's nothing wrong with recognizing the things at which you succeed. Knowing you can perform at a very high level at various functions should instill confidence that you can do more, but also that you are an irreplaceable part of the company.

The pages that follow will touch on matters such as reporting structures, content platforms, and that ever-pursued "seat at the table." Those all are parts of an important story.

But our ultimate hope with this report is that PR pros become more self-aware about issues such as measurement, tech application and business acumen. If that happens, this eBook will have proved truly valuable because it will have helped pave the way for PR and marketing to become stronger teammates.

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BRIDGING THE DIVIDE

PR and marketing are becoming more cohesive and less combative. Along with the data collected from the **Intrado Digital Media/PRWeek** survey, a quintet of industry leaders explain how that is happening at their organizations and why it's so important to the broader industry.

Words **Chris Daniels**

Ask PR professionals to evaluate themselves and they'll tell you where they excel, where they have made significant strides and how much their discipline overlaps with marketing.

Historically, the C-suite has held marketing in higher standing. That remains the case today. So perhaps the greatest value is achieved when PR truly looks at what its marketing counterparts do better in comparison. Only then can PR establish the best possible partnership with marketing.

A recent study conducted by Intrado Digital Media and PRWeek sought to facilitate that self-analysis by surveying senior agency and in-house leaders in the U.S. and Europe.

The results not only illustrate how PR can evolve in partnership with marketing. They also help build a foundation upon which the disciplines move forward in unison, which is of paramount importance to the brands they both serve.

More than five out of six respondents (83.2%) agree that "the lines between PR and marketing are more blurred than ever." Of those, more than half "strongly agree" with that statement.

"It used to be that marketing was about driving sales and PR was about driving reputation," says Ben Chodor, president of Intrado Digital Media.

"But the two departments are no longer on opposite ends of the building anymore," he adds. "They are having to work together as, ultimately, what they do drives the same end result, whether it be a spike in sales, stock price (in the case of a publicly traded company) or market share. And today it is possible for both parties to directly link their work to it."

YOU SAID IT YOURSELF

INDIVIDUAL STRENGTHS

How our respondents replied when asked to identify what PR and marketing do best.

- **PR** is about influence.
Marketing is about presence.
- **PR** is conversation.
Marketing is monologue.
- **PR** is polyphonic.
Marketing is core message.
- **PR** identifies the story.
Marketing identifies the project.
- **PR** is protection.
Marketing is promotion.
- **PR** tells the story.
Marketing puts the story to work to, ideally, cause something to happen.
- **PR** handles reputation.
Marketing handles brand. Opposite sides of the same coin.
- **Marketing** is the promise.
PR is the reason to believe.
- **Marketing** persuades action.
PR ensures the company's reputation can enable those actions to take place.

UNIFICATION IS A MINDSET

While the lines are blurred, more than half of respondents said their brand's marketing and PR departments still operate independently from one another, at least organizationally. Even so, the two can still have a symbiotic relationship.

At Coca-Cola, "reporting lines are less important than they were in the past," says VP of external communications Kent Landers. The beverage giant has adopted a "networked organization" structure, which is designed to be cross-functional, reduce silos and improve universality of thought.

YOU SAID IT YOURSELF

FIRST COMPLIMENT, THEN COMPLEMENT

How our respondents replied when asked to name one thing that marketing does better than PR.

- A relentless focus on the customer with a clear view of effectiveness.
- Lead generation.
- Demanding realistic time frames from clients that enable them to develop a creative strategy.
- Keeping the message concise and compelling. Our desire to tell a story can sometimes cloud the takeaway.
- Holistic approach to consumer engagement and campaigns.
- Targeting consumers further down the purchase funnel. We need to get more surgical.
- We need to do a better job of explaining what we do, how it works and why it is critical for success.
- Marketing has the ability to leverage partners better than PR.
- Establishing universal dashboards that truly quantify and qualify value.

“No matter your reporting line, the same cross-functional teams are the voice of our stakeholders and are made up of comms and public affairs and marketing people,” he explains. “It is that singular voice that feeds back into every department of the company.”

And that isn’t just true of Coca-Cola’s consumer brands. Corporate brand work is also a partnership between PR and marketing.

The PR and marketing departments at Southwest Airlines also have different reporting lines. Linda Rutherford, the airline’s SVP and CCO, reports into the CEO, while the CMO reports into the chief commercial officer. However, she says the two have a very close working relationship.

“Regardless of whether or not your departments are organizationally connected, one of the most important professional relationships that a CCO can have right now is with the CMO,” she asserts.

While the PR and marketing departments at Southwest each have their own analytics team, the two meet daily and pull from one another in their reports to their higher-ups. “Our teams are very collaborative,” notes Rutherford.

Nearly three-quarters of respondents (74.3%) said the relationship between PR and marketing is strong at their brands, suggesting unity is not only possible, but happening. Still, that leaves a quarter of the industry with significant work to do on this front.

That said, in organizations where the two work as one, PR predominantly reports into marketing (90% said that), not the other way around.

Paul Dyer, CEO of Lippe Taylor, says, “This reporting relationship has historically been mirrored on the agency side. The advertising agency owned the ‘big idea’ and the PR firm drafted off it.”

However, PR has become stronger in areas such as insights and creative.

“We’re [increasingly] seeing the relationship reversed — the PR firm leads an integrated agency with an earned mentality and the advertising agency drafts off their idea,” notes Dyer. “While this is unlikely to change how internal reporting relationships work, it does create a new opportunity for in-house PR pros to take on a much larger role.”

However, he advises, “they need to do the things that their marketing counterparts did to succeed.”

YOU SAID IT YOURSELF

THE BIGGEST CHALLENGE

PR pros have so many jobs today. Many of them are tough enough on their own, but even more so when considering overall workload. From top to bottom, below we list five such activities that your peers — PR pros — ranked most to least challenging.

ROOM FOR IMPROVEMENT

At the top of that to-do list is technology adoption, which marketing has done markedly well to advance its profession.

Only 5.6% of respondents said PR is more effective in this regard as compared to marketing. Furthermore, in evaluating the job PR does in adopting technology, one-fifth (20.5%) said it was below average or poor. Just 6.1% said it was excellent.

Ellen Ryan Mardiks, vice chair at Golin, says it isn't that PR hasn't been able to bolster its effectiveness with technology and tools. Rather, she says, "we haven't been able to prove and merchandise our effectiveness."

That speaks to measuring ROI, which respondents identified as a particularly challenging activity.

"Marketing has been much better at that," says Mardiks. "But PR's commitment to measurement and analytic tools is greater than it has ever been."

"This is an area where we can, and need to, enhance our skills," agrees Landers. "Measurement and metrics in other disciplines are more of a science. If we continue to go in that direction, it will make a difference to what people think PR can achieve for their organization."

"A part of the issue has been that PR never had the same access as marketing to user-friendly tools and technology," adds Chodor. "But now the technology is there for comms to report back to their leadership with great data reports."

1. Measuring the ROI of PR campaigns
2. Connecting with relevant media and influencers
3. Listening to online conversations
4. Amplifying brand awareness via social media
5. Distributing press releases and multimedia

FINDING PR'S 'VOICE'

With the right technology, PR pros can capture the metrics that they say are most important to their organizations.

"Sales-qualified leads" was deemed "very valuable" by the highest percentage of respondents followed by "share of voice." Media impressions and number of social media followers ranked near the bottom.

"Marketing's ability to track sales is phenomenal, especially in digital spaces where links, trackbacks and source coding can all be used to give absolute knowledge about the impact of their efforts," says Rutherford. "Comms, though, has that same opportunity with its content and so we source code all the content we put out there."

When it comes to share of voice, what brand doesn't want to be positively mentioned more often than their competitors on social and digital media.

"It has often been tracked too broadly and without enough context to be valuable," explains Chodor. "The best way to track share of voice is by product, business unit, vertical or comms initiative, and see how it correlates to impact such as stock price and sales, rather than just in a vacuum."

Lippe Taylor's Dyer has worked on measurement programs for energy drink brands Red Bull and Monster Energy. Share of voice was critical to both.

"It helped Monster determine if it was gaining on Red Bull," recalls Dyer. "Red Bull was so far ahead of the pack that it measured share of voice in terms of the percent of culture it was associated with, whether it was hip-hop, skateboarding or e-sports. It was measuring its influence on society."

"Share of voice is one of the metrics that is key to determining the effectiveness of what we do in PR," agrees Mardiks. "Clients want to drive and lead conversations that are important to their business and brands. It is a key way of determining if we're being successful."

EVALUATING THE PARTNERSHIP

On succeeding pages, we share data that reveals areas in which PR is doing well and where it can do better — in many cases in comparison to its marketing counterparts. Before delving into that, though, this page and the next look specifically at the relationship between PR and marketing, both in hierarchy and sentiment.

REPORTING STRUCTURE

We laid out three different reporting structures and asked respondents to select the one that is most representative of current realities.

- *The two operate independent from one another*
- *PR reports into marketing*
- *Marketing reports into PR*

Overall



Overall U.S.

- The two operate independent from one another: **54.8%**
- PR reports into marketing: **40.3%**
- Marketing reports into PR: **4.8%**

Overall Europe

- The two operate independent from one another: **52.1%**
- PR reports into marketing: **43.8%**
- Marketing reports into PR: **4.2%**

Among In-House Respondents



U.S. In-House Respondents

- The two operate independent from one another: **53.2%**
- PR reports into marketing: **40.4%**
- Marketing reports into PR: **6.4%**

Europe In-house Respondents

- The two operate independent from one another: **48.4%**
- PR reports into marketing: **45.2%**
- Marketing reports into PR: **6.4%**

Among Agency Respondents *(speaking about their clients)*



U.S. Agency Respondents *(speaking about their clients)*

- The two operate independent from one another: **56.9%**
- PR reports into marketing: **40.3%**
- Marketing reports into PR: **2.8%**

Europe Agency Respondents *(speaking about their clients)*

- The two operate independent from one another: **58.8%**
- PR reports into marketing: **41.2%**
- Marketing reports into PR: **0%**

When only including those cases where one reports to the other...

Overall

PR reports into marketing **90%**
Marketing reports into PR **10%**

Overall U.S.

PR reports into marketing: **89%**
Marketing reports into PR: **11%**

Overall Europe

PR reports into marketing: **95%**
Marketing reports into PR: **5%**

Among In-House Respondents

PR reports into marketing **87%**
Marketing reports into PR **13%**

Overall U.S.

PR reports into marketing: **86%**
Marketing reports into PR: **14%**

Overall Europe

PR reports into marketing: **88%**
Marketing reports into PR: **12%**

Among Agency Respondents *(speaking about their clients)*

PR reports into marketing **95%**
Marketing reports into PR **5%**

Overall U.S.

PR reports into marketing: **94%**
Marketing reports into PR: **6%**

Overall Europe

PR reports into marketing: **100%**
Marketing reports into PR: **0%**

EVALUATING THE PARTNERSHIP

HOW STRONG IS THE RELATIONSHIP?

The data below touches on specific PR-marketing collaboration trends. In addition, it reveals noteworthy differences between the U.S. and Europe as it pertains to how solid the bond is between the two disciplines.

From left to right, the percentages indicate respondents who said Very Strong; Strong; Fair; Weak.

Overall



U.S.



Europe



Among In-House Respondents



Among Agency Respondents (speaking about their clients)



U.S.

• Very strong: 41.5% • Strong: 42.6% • Fair: 14.9% • Weak: 1.1%

U.S.

• Very strong: 27.8% • Strong: 37.5% • Fair: 33.3% • Weak: 1.4%

Europe

• Very strong: 25.8% • Strong: 45.2% • Fair: 22.6% • Weak: 6.5%

Europe

• Very strong: 23.5% • Strong: 41.2% • Fair: 23.5% • Weak: 11.8%

MORE SHARING

Do you feel that PR and marketing teams are sharing tools more willingly today than they did five years ago?

Overall



In The U.S.

Yes 83.1% / No 16.9%

In Europe

Yes 91.7% / No 8.3%

Among In-house Respondents

Yes 88.6% / No 11.4%

Among Agency Respondents

Yes 78.7% / No 21.3%

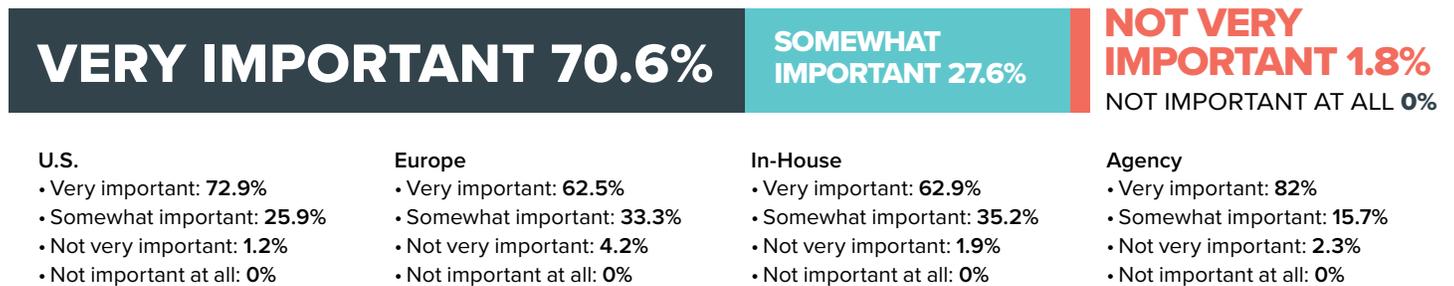
KEY OBSERVATIONS

More than half the time (54.2%) PR and marketing operate separately, which means they could work in silos more easily. It is thus noteworthy that the two disciplines are clearly sharing tools more willingly than they did a half-decade ago — a bit more in Europe than the U.S. In addition, nearly 75% of respondents also describe the relationship between PR and marketing as strong, with about one-third calling it “very strong.”

OPPORTUNITIES TO IMPROVE

There are certain areas where PR needs to improve. In many such cases, these are areas where marketing excels. Our data underscores all this. The fact that our survey was almost exclusively taken by PR pros makes these findings even more noteworthy because they represent acknowledgment, which is the crucial first step to improvement.

HOW IMPORTANT IS IT FOR PR TODAY TO BE ABLE TO MASTER AND APPLY MARKETING COMPETENCIES?



We also offered a list of success metrics marketing uses to demonstrate business impact and asked respondents to choose three they want PR to measure more effectively. *The following represents the percentage of respondents who placed that option among their top three.*

- Brand awareness **58.9%**
- Customer engagement and retention **57.9%**
- ROI **57.0%**
- Lead generation **36.4%**
- Customer acquisition **36.0%**
- Lifetime value of a customer **20.6%**
- Net promoter score **15.4%**
- Website traffic **15.0%**

OPPORTUNITIES TO IMPROVE

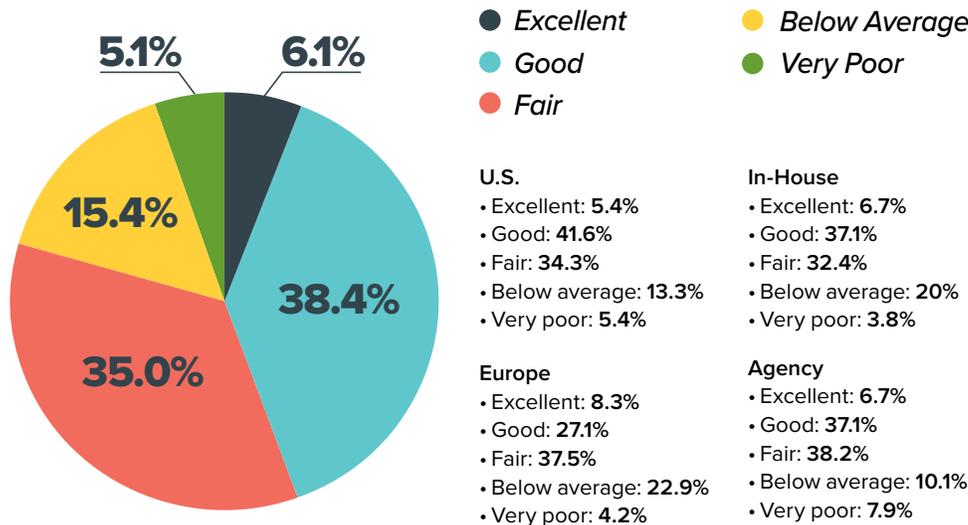
WHO IS MORE EFFECTIVE AT DEMONSTRATING VALUE TO THE C-SUITE?

PR vs. Marketing

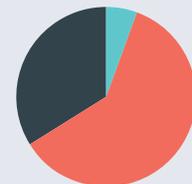


PR'S EFFECTIVENESS AT ADOPTING TECHNOLOGY

We specified social listening tools; Google Analytics; CRM platforms; marketing automation platforms.



.....and when compared to marketing:



- PR is more effective **5.6%**
- Marketing is more effective **60.8%**
- The two are equally effective **33.6%**

63% of U.S. respondents said **marketing** is more effective vs. **52%** of European respondents who said so

92% of those who did not rate the disciplines equal cited marketing as more effective

KEY OBSERVATIONS

PR pros, almost unanimously (98.2%), recognize the importance of mastering and applying marketing competencies. Issues with adopting technology — with more than half of respondents (55.5%) clearly admitting that PR is not effective enough at it — are certainly part of the reason. Also clear is PR's desire to better prove business-driving results to the C-suite (including many such results at which marketing already excels).

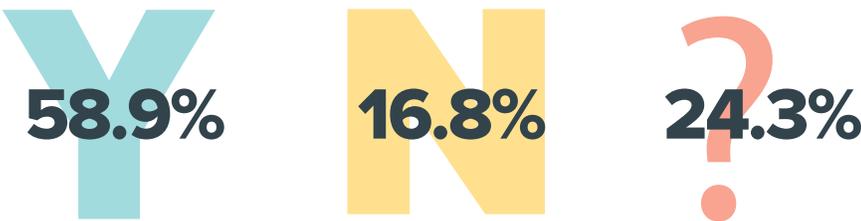
PROGRESS REPORT

While there is always room to improve, PR has ample reasons to feel confident in its place in the business hierarchy. Our survey results reveal tactics at which PR clearly excels, as well as areas where it has made notable strides.

UNDERSTANDING THE BUSINESS

Do PR pros have more business and financial acumen than they did five years ago?

Overall



- | | | | |
|---|---|---|---|
| U.S.
• Yes: 54.8%
• No: 17.5%
• Don't know: 27.7% | Europe
• Yes: 72.9%
• No: 14.6%
• Don't know: 12.5% | In-House
• Yes: 60%
• No: 18.1%
• Don't know: 21.9% | Agency
• Yes: 60.7%
• No: 14.6%
• Don't know: 24.7% |
|---|---|---|---|

When only including those who answered definitively....

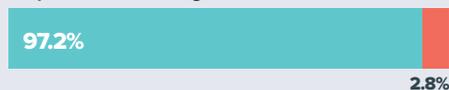
Overall



- | | |
|--|--|
| U.S.
• Yes: 75.8%
• No: 24.2% | Europe
• Yes: 83.3%
• No: 16.7% |
| In-House
• Yes: 76.8%
• No: 23.2% | Agency
• Yes: 80.6%
• No: 19.4% |

BRAND/BOTTOM-LINE TACTICS — WHO DELIVERS BETTER RESULTS? **PR vs. Marketing**

Reputation Management



- | | |
|---|---|
| U.S.
• PR: 96.4%
• Marketing: 3.6% | Europe
• PR: 100%
• Marketing: 0% |
| In-House
• PR: 96.2%
• Marketing: 3.8% | Agency
• PR: 98.9%
• Marketing: 1.1% |

Storytelling



- | | |
|--|--|
| U.S.
• PR: 89.8%
• Marketing: 10.2% | Europe
• PR: 85.4%
• Marketing: 14.6% |
| In-House
• PR: 86.7%
• Marketing: 13.3% | Agency
• PR: 89.9%
• Marketing: 10.1% |

Social Media



- | | |
|--|--|
| U.S.
• PR: 73.5%
• Marketing: 26.5% | Europe
• PR: 77.1%
• Marketing: 22.9% |
| In-House
• PR: 71.4%
• Marketing: 28.6% | Agency
• PR: 77.5%
• Marketing: 22.5% |

PROGRESS REPORT

SOCIAL MEDIA ACUITY

Do you believe PR is more effective than marketing at using social media to reach customers/potential customers?

Overall

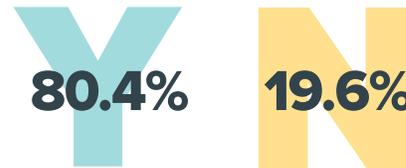


U.S.	Europe	In-House	Agency
• Yes: 63.9%	• Yes: 79.2%	• Yes: 64.8%	• Yes: 70.8%
• No: 36.1%	• No: 20.8%	• No: 35.2%	• No: 29.2%

LEADERSHIP POSITION

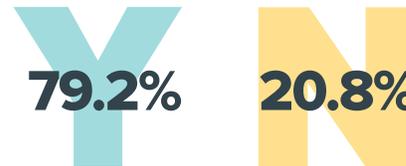
We asked whether or not PR reported directly to the C-suite at their companies/their clients' companies.

Overall



U.S.
• Yes: 84.9%
• No: 15.1%
Europe
• Yes: 64.6%
• No: 35.4%

Overall In-House Respondents



U.S.
• Yes: 84%
• No: 16%
Europe
• Yes: 64.5%
• No: 35.5%

Overall Agency Respondents (speaking about their clients)



U.S.
• Yes: 86.1%
• No: 13.9%
Europe
• Yes: 64.7%
• No: 35.3%

MEASURING UP

Are PR teams setting aside more budget for measurement than they did five years ago?

Overall



U.S.	Europe
• Yes: 65.7%	• Yes: 64.6%
• No: 34.3%	• No: 35.4%
In-House	Agency
• Yes: 61.9%	• Yes: 67.4%
• No: 38.1%	• No: 32.6%

KEY OBSERVATIONS

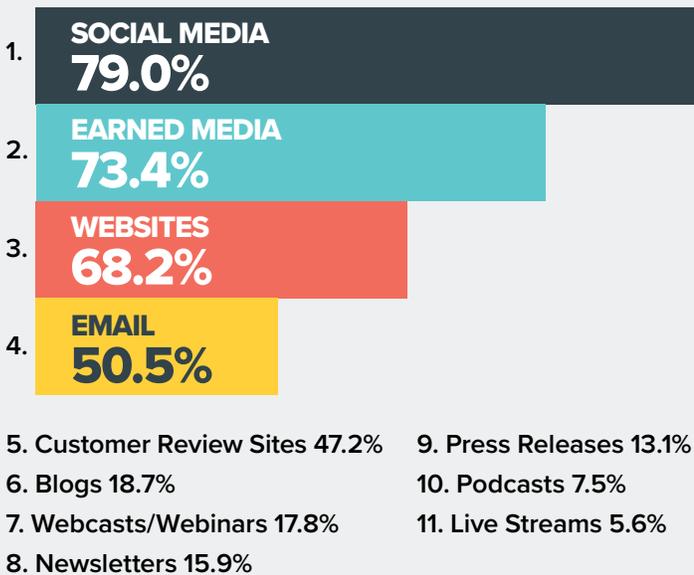
The fact that PR pros seem to have stronger business/financial acumen than they did five years ago is particularly noteworthy as nearly every respondent (99%) indicated that it was important for today's PR pro to have this understanding (with 86% saying it was "very important"). Moreover, nearly two-thirds are devoting more resources to measurement than they did a half-decade ago. Perhaps, then, it's not surprising that PR predominately (80%) reports directly to the C-suite.

MEASUREMENTS AND MESSAGES

PR is very effective at creating content and telling stories. Ultimately, however, the impact of that depends on using the right platforms and recognizing the metrics that matter.

GETTING AND KEEPING CUSTOMERS

Respondents were given various platforms/channels and asked to choose the four they deemed most effective in terms of acquiring and retaining customers. *The following percentages represent those who placed that option among their top four.*



FOUR RESPONSES MOST OFTEN PLACED IN THE TOP FOUR – by region and organization type.

U.S.

- Social media: 78.3%
- Earned media: 74.1%
- Websites: 69.9%
- Email: 55.4%

Europe

- Social media: 81.3%
- Earned media: 70.8%
- Websites: 62.5%
- Email: 33.3%

In-House

- Social media: 77.1%
- Earned media: 70.5%
- Websites: 64.8%
- Email: 50.5%

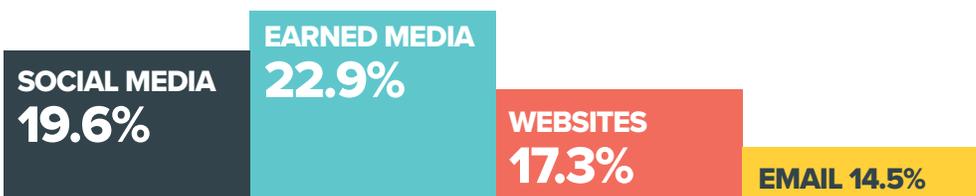
Agency

- Earned media: 82%
- Social media: 76.4%
- Websites: 75.3%
- Customer review sites: 50.6%

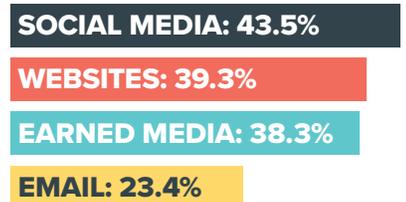
(Email not in top four, though close at 48.3%)

CONSUMER CHAMPION

Below we reveal how many respondents chose each of the following as their No. 1 answer and among their top two:



Among top two:



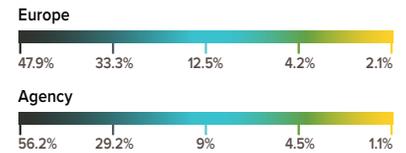
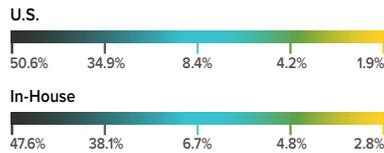
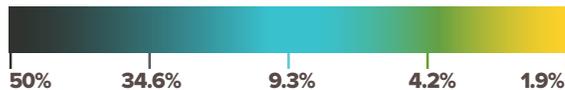
MEASUREMENTS AND MESSAGES

METRICS THAT MATTER MOST

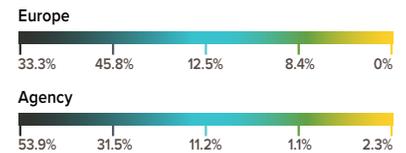
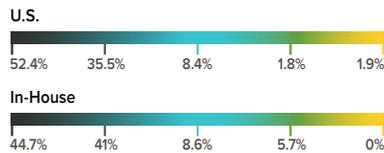
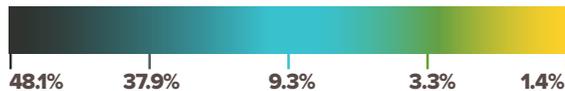
Respondents were given five metrics and asked to rate their value. Here's what they reported:

From left to right, the percentages indicate respondents who said Very Valuable; Somewhat Valuable; Neutral Value; Limited Value; and Minimal/No Value

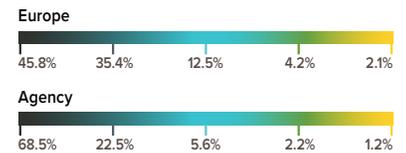
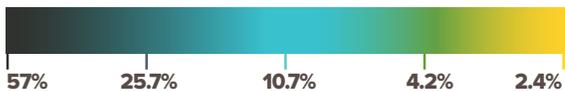
Share Of Voice



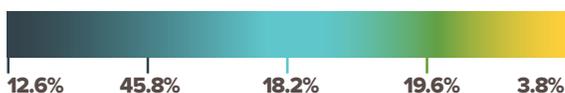
Earned Media Placements



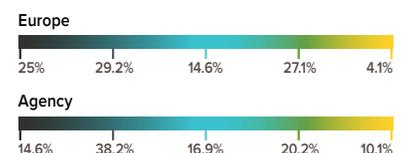
Sales Qualified Leads



Social Media Followers



Media Impressions



KEY OBSERVATIONS

The importance of earned media to PR pros is underscored repeatedly above. It is noteworthy, however, that SALES QUALIFIED LEADS and SHARE OF VOICE were recognized so strongly for their value. In the meantime, while social media, earned media and websites all scored highest among respondents when asked about the best platforms to acquire and retain customers, email was well represented, too — somewhat counter to those who feel its most useful days are behind it.

**ABOUT NOTIFIED**

Notified is a complete PR workflow solution – monitoring, publishing, measurement, and more – all on one platform.

Founded in 2010, Notified quickly became the market disruptor in Sweden and across the Nordics. From the beginning, its goal has remained the same: to provide a truly unique platform for PR and marketing professionals; one that delivers deeper, more actionable insights from social data and earned media, and brings the entire communications workflow into a single platform.

In April 2019, Notified was acquired by Intrado, a global leader in digital communications.

To learn more, visit www.notified.com.

**ABOUT PRWEEK**

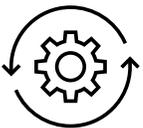
PRWeek epitomizes the modern business publishing brand, spanning online, print, events, and social media, incorporating a paid-for content strategy and gated website. Launched in November 1998, it is the essential title for PR pros.

PRWeek reflects an industry playing a more pivotal role than ever, not only in the marketing strategies of companies, brands, and organizations, but also within boardrooms and in the C-suite.

In the transparent world epitomized by social media, corporate reputation is crucial. Executives need timely, authoritative, insightful content to navigate this landscape — that's where PRWeek comes in.

Breaking news, analysis, and opinion fuels PRWeek's content. And the brand extends into the iconic PRWeek Awards, annual conferences, roundtables, webcasts, and virtual forums.

For more, visit prweek.com.

**METHODOLOGY STATEMENT/RESPONDENT PROFILE**

The Intrado Digital Media/PRWeek survey was conducted by PRWeek and completed by 214 professionals in the U.S., U.K. and Continental Europe. (97% of respondents were PR pros.)

77.6% of respondents are from the U.S.; 17.3% from the U.K.; 5.1% from Continental Europe. By gender, respondents were 59.3% female/39.3% male/1.4% preferred not to answer.

Broken down by type of organization for which they work: PR agency – 41.6%; In-house – 58.4% (Corporation: 49.1%; Nonprofit: 5.1%; Other: 4.2%).

By title, the largest groups of respondents represented: Agency CEO/president/managing partner (21%); Director (17.8%); Manager (13.1%); and VP (10.3%). The remaining respondents were comprised of SVP (7.5%); CCO (7%); Senior director (4.7%); EVP (3.3%); Executive director and CMO (2.8% each); and Other (9.8%).

The survey was conducted online between March 4 and April 5, 2020. Results have a margin of plus or minus three percentage points.