



Marketing Smarts Profile

Report and Analytics for Action

Prioritizing the critical issues facing your business and organization.

Business/Organization Name: **Sample Marketing Company Unity**

Date of Administration: **October 18, 2017**

Number Completed Surveys: **7**

Business Characteristics:

Business Age: 1-3 years

Dollar Turnover: 2 Million - 10 Million

Number of Employees: Size class 4 (20 to 49 employees)

Industry Sector: 54 Professional, Scientific, and Technical Services

Introduction

Your Marketing Smarts Profile™ identifies critical issues in eight areas of business marketing performance. An essential diagnosis of performance related behaviors, your Marketing Smarts Profile™ clarifies the mission critical drivers of marketing the business. The analysis in this report indicates strengths and areas of needed focus. Distinctively, the Marketing Smarts Profile™ is based on research that indicates how the behavior of leaders inside organizations affects bottom-line outcomes. The eight areas measured by Marketing Smarts are:

Marketing Strategy Mindset	Behavior related to marketing strategies
Brand & Identity	Behavior related to building a brand
Web, Ecommerce & Social Media	Behavior related to digital tactics
Competitive Positioning	Behavior related to promoting competitiveness
Market Research	Behavior related to knowing the marketplace
Product Research	Behavior related to product value
Marketing to Sales Integration	Behavior related to linking marketing & sales
Marketing Savvy	Behavior related to overall marketing initiatives

Reading Your Report

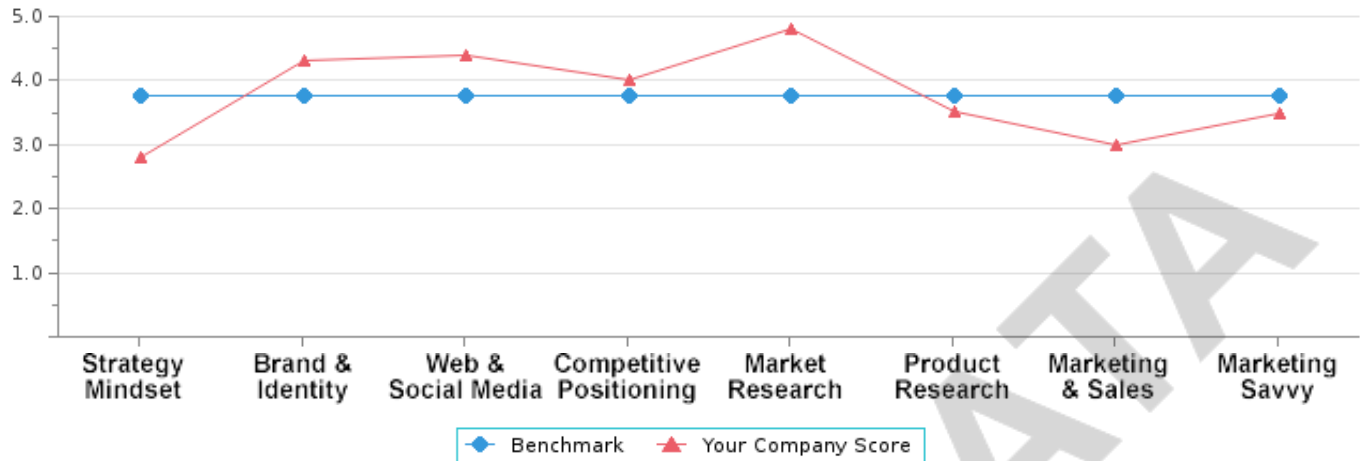
Your Marketing Smarts Profile™ gives you an overall picture of results across all dimensions and data on each statement within each dimension so that you can understand the "big picture" and the individual data points that can drive future decisions. Your report provides means, ranges, frequencies, rater comments, and comparative benchmark trends.

Your report enables you to identify average rater scores in each dimension and for each statement of each dimension. You will see the range of ratings and the frequency of ratings so that you can identify key trends in rater data. Within each dimension of the report, the statements are listed in order from highest average to lowest average with the top item highlighted in blue and the bottom item in yellow.

Benchmark data for your industry are used to identify possible variances between your company's scores and those of the industry. Any variance greater than .35 is significant. A variance that is +.35 or greater indicates significant above industry performance; a variance of -.35 indicates a significant below industry performance.

SAMPLE Overall Scale Results

Overall Marketing Smarts



Dimensions Above Benchmarks

Brand & Identity

Web, Ecommerce & Social Media

Competitive Positioning

Market Research

Dimensions Below Benchmarks

Marketing Strategy Mindset

Product Research

Marketing to Sales Integration

Marketing Savvy

SAMPLE Overall Data Results

Mathematical average of all raters

Range of Responses from All Raters

Frequency Distribution of All Raters

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Market Research	4.80	3-5	0	0	8	9	108	3.75	1.05
Web, Ecommerce & Social Media	4.40	1-5	4	4	12	23	82	3.75	0.65
Brand & Identity	4.32	1-5	4	6	14	23	78	3.75	0.57
Competitive Positioning	4.00	1-5	4	6	31	29	55	3.75	0.25
Product Research	3.52	1-5	4	9	17	61	34	3.75	-0.23
Marketing Savvy	3.50	1-5	9	10	20	69	17	3.75	-0.25
Marketing to Sales Integration	3.0	1-5	11	13	18	66	17	3.75	-0.75
Marketing Strategy Mindset	2.80	1-5	22	28	39	25	11	3.75	-0.95

BLUE highlights indicate top two dimensions.

YELLOW highlights indicate bottom two dimensions.

Industry Relevant Benchmark Scores

Your Group's Variance with Industry Relevant

SAMPLE Dimension Data

Average of All Raters for this Specific Dimension

Range of Ratings for this Specific Dimension

Frequency Distribution of Raters for this Specific Dimension

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Market Research	4.80	3-5	0	0	8	9	108	3.75	1.05

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
38	Leaders track the effectiveness of marketing campaigns.	4.87	3-5	0	0	1	1	21
33	Leaders scan magazines to identify trends in purchasing habits.	4.86	3-5	0	0	1	1	19
37	Leaders explore customer's behavior in foreign markets	4.83	3-5	0	0	1	1	16
35	Leaders research the potential demand for products/services.	4.81	3-5	0	0	1	2	18
34	Leaders report changes in market and customer demographic data	4.80	3-5	0	0	1	2	17
36	Leaders have a process to identify why prospects don't turn into sales.	4.64	3-5	0	0	3	2	17

BLUE highlights indicate top item.

YELLOW highlights indicate bottom item.

Average, Range, and Frequency of Ratings for Each Behavior in a Specific Dimension

Your Company Results

When reviewing your company results you should keep the following tips in mind:

- The number of raters is important to consider. If the number of raters is too small, trends are difficult to use in decision making. Though potentially helpful prompts for discussion, having less than five raters significantly moderates the scores. If the number of raters is very large (greater than 50), then small differences are very important. For example, you can have the same average for two different dimensions but the distributions of ratings are very different and are worthy of discussion.
- Trends in the ratings of specific behaviors should be the focus of your attention rather than any "outliers". For example, if a behavior such as "Communicates vision to all employees" has an average of 2.3, the fact that someone gave that behavior a "5" rating is of relatively low interest and does not negate the overall lower trend.
- Industry benchmarks are a useful "snap shot" for major trends in your market. The forces which affect any given market are formidable, from government regulations to technology shifts, and these factors impact how any given industry views itself. The benchmark data are actively analyzed and recalculated bi-annually.
- Before fully accepting any data as hard and fast, keep in mind that in any rater group, individual standards of calibration impact results. The behavior of a manager may be seen by one rater as infrequent and from another rater as frequent — same behavior, but a different personal yardstick is being applied. For this reason, having a broad range of raters is important so that true trends and averages account for these slight variations.
- **As you look at overall, dimensional and specific behavior data consider these four questions:**
 - 1. What are the relevant data points and trends, given your context?**
 - 2. What do these data points and trends suggest about our business performance?**
 - 3. If true, how do these data points and trends indicate strengths and weaknesses?**
 - 4. What strengths do you want to maintain and which weaknesses do you want to address?**

Interpreting Your Company Data

You have the following kinds of data in your report. Please keep these interpretation definitions in mind when analyzing your data.

Dimension — The Business Smarts Profile has nine dimensions. Each dimension represents a cluster of manager behaviors which impacts a specific aspect of running the business. The more dimensions with high average scores reflects a business with high manager engagement with more levels of the business which leads to performance. Those dimensions with lower average scores need further analysis at the item or statement level which reveals specific behaviors to consider. From a statistical perspective across all industries any average score below a 3.5 merits further exploration.

Item or Statement — An item or statement is the specific behavior being rated by raters. There are 90 specific behaviors that are rated, with ten manager behaviors within each dimension.

Average — the mathematical average of all raters on a specific item or question and the sum of all ratings within a dimension. Any item rated with "Don't Know or Does Not Apply" is noted but NOT used in the calculation.

Range — the range of ratings given by a group of raters, which could be any part of the rating system such as 1 to 3, 2 to 5, 3 to 4, etc. This shows the broad degree of fluctuation in rater perceptions. If this is a broad range, this may mean that some raters are not adequately engaged with associates in the business to see the behavior. If the range is narrow, it is reasonable to conclude a stable perception of the behavior exists.

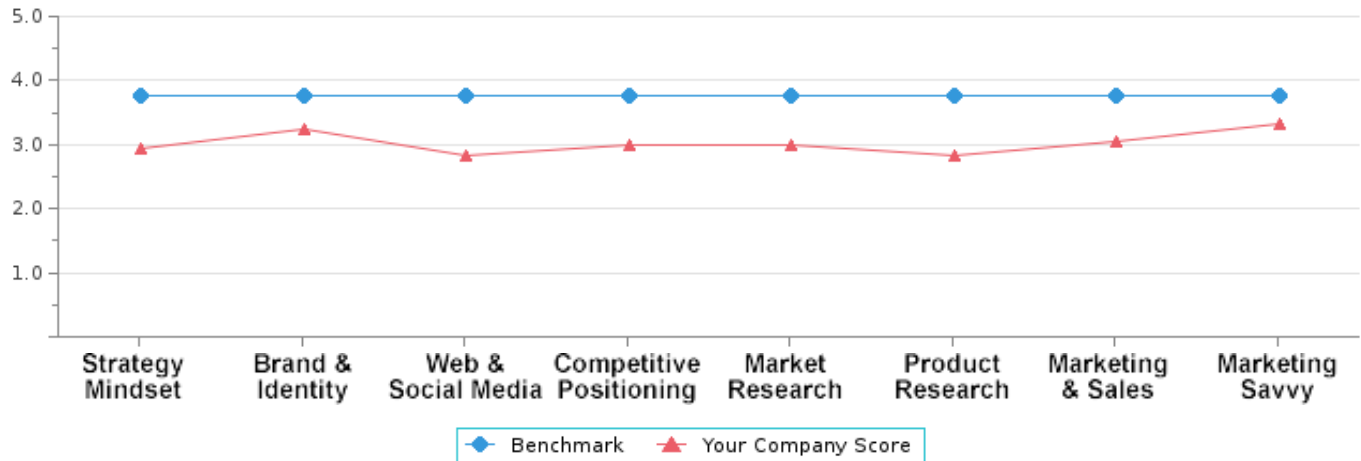
Frequency — the frequencies with which raters select a specific number. How many individuals rated a behavior as 1, 2, 3, 4 or 5? Do raters "cluster" in their ratings? Are there several clusters (e.g. lots of 2s and 5s)? If most raters in a group rate the same score, it is reasonable to conclude the behavior is viewed the same. If there are multiple clusters, it is important to explore why some people see the behavior so much more than others.

Benchmarks — using industry averages of scores, benchmarks are established for each dimension and for each item of the inventory.

Variance — the difference of your company score from the industry benchmark. Significant statistical evidence reveals that averages with a .35 variance with the benchmark are mission critical leading indicators.

Overall Scale Results

Overall Marketing Smarts for Sample Marketing Company Unity



Dimensions Above Benchmarks

Dimensions Below Benchmarks

Marketing Strategy Mindset

Brand and Identity

Web, E-Commerce and Social Media

Competitive Positioning

Market Research

Product Research

Marketing to Sales Integration

Market Savvy

Overall Data Results

Overall Data Results for Sample Marketing Company Unity

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Market Savvy	3.31	2-5	0	11	13	12	6	3.75	-0.44
Brand and Identity	3.24	2-5	0	9	19	9	5	3.75	-0.51
Marketing to Sales Integration	3.05	1-5	3	9	16	11	3	3.75	-0.7
Market Research	3	1-5	3	15	8	11	5	3.75	-0.75
Competitive Positioning	3	1-5	4	17	21	17	4	3.75	-0.75
Marketing Strategy Mindset	2.94	1-5	6	18	18	16	5	3.75	-0.81
Product Research	2.83	1-5	1	16	16	7	2	3.75	-0.92
Web, E-Commerce and Social Media	2.82	1-5	7	17	16	11	5	3.75	-0.93

BLUE highlights indicate top two dimensions and **YELLOW highlights** indicate bottom two dimensions.

Dimension Results

Market Savvy Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Market Savvy	3.31	2-5	0	11	13	12	6	3.75	-0.44

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
54	Leaders offer internship opportunities to advanced learning centers in order to gain access to the latest theoretical research.	3.57	2-5	0	2	1	2	2
52	Leaders instigate transfers of in-house management to ensure exposure to marketing issues.	3.57	2-5	0	1	2	3	1
56	Leaders promote a customer centric perspective throughout the organization.	3.43	2-5	0	2	2	1	2
53	Leaders facilitate temporary management assignments at suppliers to expand understanding of product life cycles.	3.43	2-5	0	1	3	2	1
55	Leaders offer their services to be officers in trade organizations.	3.29	2-4	0	2	1	4	0
51	Leaders organize off-site meetings that facilitate organization cross-fertilization to address marketing challenges and opportunities.	2.57	2-3	0	3	4	0	0

BLUE highlights indicate the top item and **YELLOW highlights** indicate the bottom item.

Dimension Results

Brand and Identity Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Brand and Identity	3.24	2-5	0	9	19	9	5	3.75	-0.51

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
13	Leaders discuss brand perceptions.	3.57	2-5	0	1	2	3	1
12	Leaders equip everyone with a recognizable "story line" of our business.	3.57	2-5	0	1	3	1	2
14	Leaders ensure our brand is integrated into all of our marketing material (e.g., brochures, website, PR etc.)	3.29	2-5	0	1	4	1	1
11	Leaders seek feedback on how other people describe us.	3.14	2-5	0	2	3	1	1
10	Leaders verify the alignment of our performance with our promises.	3.14	2-4	0	1	4	2	0
15	Leaders take advantage of speaking opportunities to highlight the brand.	2.71	2-4	0	3	3	1	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

Dimension Results

Marketing to Sales Integration Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Marketing to Sales Integration	3.05	1-5	3	9	16	11	3	3.75	-0.7

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
45	Leaders discuss metrics on our sales team's performance.	3.71	2-5	0	1	1	4	1
48	Leaders require that our value proposition is integrated in all marketing and sales initiatives.	3	1-5	1	2	1	2	1
50	Leaders seek multiple avenues of sales related feedback with each market tactic.	3	2-4	0	2	3	2	0
49	Leaders facilitate interaction between the marketing and sales departments or teams.	3	2-4	0	1	5	1	0
47	Leaders equip agents, distributors, brokers, industry representatives etc., with marketing tools.	2.86	1-5	2	0	3	1	1
46	Leaders analyze the impact of marketing strategies on sales revenues.	2.71	2-4	0	3	3	1	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

Dimension Results

Competitive Positioning Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Competitive Positioning	3	1-5	4	17	21	17	4	3.75	-0.75

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
30	Leaders share return on Investment (ROI) data to determine the effectiveness of its PR and advertising.	3.57	2-5	0	2	1	2	2
25	Leaders seek customer feedback on satisfaction with products/services.	3.43	2-4	0	1	2	4	0
24	Leaders re-evaluate the business's value proposition.	3.14	2-5	0	2	3	1	1
26	Leaders promote an optimum customer experience at all levels of engagement.	3.14	2-4	0	2	2	3	0
28	Leaders calculate the unit cost of individual products/services (ABC - activity-based costing).	2.86	2-4	0	2	4	1	0
27	Leaders analyze why customers buy from us: Value vs. Price.	2.86	1-4	1	1	3	2	0
29	Leaders use a costing system that provides accurate pricing quotes.	2.71	2-4	0	3	3	1	0
32	Leaders analyze competitor's strengths and weaknesses.	2.71	1-4	1	2	2	2	0
31	Leaders track movements in foreign exchange currency markets.	2.57	1-5	2	2	1	1	1

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Dimension Results

Market Research Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Market Research	3	1-5	3	15	8	11	5	3.75	-0.75

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
35	Leaders research the potential demand for products/services.	3.29	1-5	1	2	0	2	2
36	Leaders have a process to identify why prospects don't turn into sales.	3.14	2-5	0	3	1	2	1
33	Leaders scan magazines to identify trends in purchasing habits.	3	1-4	1	1	2	3	0
37	Leaders explore customer's behavior in foreign markets.	3	2-5	0	3	2	1	1
34	Leaders report changes in market and customer demographic data.	2.86	1-4	1	2	1	3	0
38	Leaders track the effectiveness of marketing campaigns.	2.71	2-5	0	4	2	0	1

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

Dimension Results

Marketing Strategy Mindset Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Marketing Strategy Mindset	2.94	1-5	6	18	18	16	5	3.75	-0.81

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
6	Leaders link budgets to support Marketing and Sales goals.	4	2-5	0	1	1	2	3
5	Leaders integrate branding, PR, advertising, product development, pricing etc., with sales.	3.29	2-5	0	3	0	3	1
3	Leaders share how business products and services compare to those of competitors.	3.14	2-5	0	2	3	1	1
4	Leaders test market assumptions.	3	1-4	1	1	2	3	0
7	Leaders take steps to keep marketing strategies current.	3	2-4	0	1	5	1	0
8	Leaders share information about competitor's actions.	2.71	1-4	1	2	2	2	0
2	Leaders share how global changes could affect the business.	2.71	2-4	0	3	3	1	0
1	Leaders share long-term industry trends that can affect the business.	2.57	1-4	2	1	2	2	0
9	Leaders track the business's market share.	2	1-4	2	4	0	1	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

Dimension Results

Product Research Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Product Research	2.83	1-5	1	16	16	7	2	3.75	-0.92

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
43	Our intellectual property is protected.	3.43	2-5	0	1	4	0	2
42	Leaders invite input from external creative organizations.	3	2-4	0	3	1	3	0
39	Leaders monitor customer's responses on the web-site to identify demand for new products.	2.86	2-4	0	3	2	2	0
41	Leaders investigate alternative sources for existing products.	2.71	2-4	0	3	3	1	0
40	Leaders encourage in-house design activity.	2.57	2-4	0	4	2	1	0
44	Leaders study customer satisfaction with actual and proposed product features.	2.43	1-3	1	2	4	0	0

BLUE highlights indicate the top item and YELLOW highlights indicate the bottom item.

Dimension Results

Web, E-Commerce and Social Media Dimension Scores

Dimension	Average of All Raters	Range of Ratings	Frequency of Ratings					Benchmark	Variance
			1	2	3	4	5		
Web, E-Commerce and Social Media	2.82	1-5	7	17	16	11	5	3.75	-0.93

Items Rated

	Question	Average of All Raters	Range of Ratings	Frequency of Ratings				
				1	2	3	4	5
19	Leaders use e-commerce activity data to inform marketing decisions.	3.29	1-5	1	1	1	3	1
21	Leaders invest in technology to create a competitive advantage.	3.14	1-5	1	1	2	2	1
16	Leaders update everyone about changes to its website content.	3	1-5	1	2	1	2	1
20	Leaders act on customer website requests for additional products/services.	2.86	1-4	1	0	5	1	0
22	Leaders support the business's e-Commerce capability.	2.71	2-4	0	3	3	1	0
17	Leaders use Search Engine Optimization (SEO) analysis to make informed marketing decisions.	2.71	2-5	0	4	2	0	1
23	Leaders use social media (e.g., blogs, facebook, linked-in.) to promote the business.	2.43	1-5	1	4	1	0	1
18	Leaders ensure that the website design captures visitors' demographic information.	2.43	1-4	2	2	1	2	0

BLUE highlights indicate the top item and **YELLOW highlights** indicate the bottom item.

Business Smarts Suite

The Business Smarts Suite includes three assessments developed to provide you with important business information on the overall activities in the business (Business Smarts Profile), in marketing initiatives (Marketing Smarts Profile), and in building a growth orientation (Strategic Smarts Profile). These assessments are one aspect of our overall Business Smarts Consulting services.

Business Smarts Consulting covers the following services:

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
Discovery Assessment may include the Business Smarts Suite, interviews with key stakeholders, customer focus groups, and key trend analysis.	Analytics Analyzing all data sets, testing hypotheses, and report generation. Post assessment follow-up.	Development Creation of a detailed growth plan, inclusive of a strategic retreat, establishment of KPIs, key actions, and detailed action plan.	Execution Action matrix for plan execution, deployment sessions, talent alignment, and organizational communication.	Results Monitoring KPIs, evaluation of goal achievement, plan adjustments, and plan renewal.

For more details and information, please contact us at 336-774-0330 or info@business-smarts.biz.

Check our blog for tips and suggestions: www.b-smarts.blogspot.com

Open Responses for each Dimension

Comments are verbatim without adjustment or correction. Each bullet represents an individual comment.

Dimension	Written Comment or Suggestion
Market Savvy	<ul style="list-style-type: none"> • We need to make the customer and customer experience more at the center of our discussions. • Our leaders could get more involved in community and professional activities. • Building an understanding of our customer would be a good thing. • Share the media ads with everyone.
Brand and Identity	<ul style="list-style-type: none"> • We need a more definitive image and tag line to firm our brand. • We seem to have an uneven strategy for building a brand. • We need a more effective PR strategy. • Create more advertising in the local TV area.
Marketing to Sales Integration	<ul style="list-style-type: none"> • I don't think we have good systems for tracking sales and marketing initiatives. • Our sales group seem to be independent from everyone else. • Feedback!! We need more feedback processes in place. • We need to meet with sales staff more often. I hardly ever seen them.
Market Research	<ul style="list-style-type: none"> • We need more effort in gaining market data. • I'm not sure our leaders have a handle on market trends. • Managers never share what trends they see. • We need to hire Ted's operation to get us data.
Competitive Positioning	<ul style="list-style-type: none"> • Let's do more SWOT analysis to keep on the same page. • We don't use feedback for much of anything around here. • If we track performance and our relative standing in the market, it is news to me. • We need to know more about our customers.
Marketing Strategy Mindset	<ul style="list-style-type: none"> • We need more information about market trends and social forces impacting the business. • I am not aware of leaders spending time on these kinds of issues. • We need to share more data about the business with all stakeholders. • Dan rarely shares inside information so we are all in the dark.
Product Research	<ul style="list-style-type: none"> • We need more conversations about the customer experience. • We have uneven CSR metrics. • We need to encourage more attention to others' ideas.

	<ul style="list-style-type: none">• We need to hire more engineers.
Web, E-Commerce and Social Media	<ul style="list-style-type: none">• I think our social media strategy is episodic and doesn't really have a plan.• I wish we would have a more robust social media presence.• Managers need to share more data and we need a greater sense of our web strategy.• We need an e-commerce strategy.• We need to make sure the tag words are constantly adjusted.

Action from Your Discussion of the Data

Given the ratings and observations of raters, what actions or follow-up do you plan to take.

Dimension	Action to Enhance
Marketing Strategy Mindset	
Brand & Identity	
Web, Ecommerce, & Social Media	
Competitive Positioning	
Market Research	
Product Research	
Marketing to Sales Integration	
Marketing Savvy	