Competition, coexistence or symbiosis?

The DNA of C-suite sales and marketing leaders
## Content

1. About the report
2. Reset! The reinvention of …
   - the CMO
   - the CSO
3. New roles for fresh challenges: today's CMO and CSO
4. One plus one equals one: a new phase of evolution
5. Further information and key contacts
About the report

“Companies, like individuals, have different DNA …”

*Competition, coexistence or symbiosis? The DNA of C-suite sales and marketing leaders, EY, 2014*
What is *The DNA of C-suite sales and marketing leaders?*

The report explores the metamorphosis taking place in the roles of marketing and sales leaders. It also gives insights into how chief marketing officers (CMOs) and chief sales officers (CSOs) themselves view their key relationships, measure personal success, rate their core competencies, assess their contribution to the business, progress through their careers and define the ideal marketing, sales or commercial leader.

This EY report is based on a **survey of almost 700 sales and marketing executives** from Africa, America, Asia, Australia, Europe and the Middle East. A further **120 respondents from the wider C-suite** were polled for a perspective on how sales and marketing leaders are perceived by the rest of the executive management team.

We also carried out in-depth interviews with further CMOs, CSOs, CCOs, other C-suite members and internal stakeholders.

- **Mohammed Al Bulooki**, Abu Dhabi Airports
- **Donna Peeples**, AIG
- **Maria Ciliberti**, Celanese
- **Lisa Bacus**, Cigna Healthcare
- **Dr. Michael M. Meier**, Egon Zehnder
- **Robin Lewis**, First Citizens Bank
- **Patrick Steppe**, Lekkerland
- **David O'Brian**, Neal & Massy Group
- **Niels Möller**, Pandora
- **Michael Golz**, SAP Americas
- **Mark Reinke**, Suncorp
- **Gayle Daniel-Worrell**, Trinidad and Tobago Unit Trust Corporation
- **Valérie Thomassin**, Xerox Corporation
What are the key results?

Despite examples of excellent practice, many CMOs are not focusing enough on understanding the customer nor enhancing their experience, while CSOs are too intent on short-term targets – to the detriment of strategy and innovation. *The DNA of C-suite sales and marketing leaders* outlines the joint CMO-CSO responsibility for understanding the customer, relationship building, ensuring company behaviors are consistent with brand messaging and driving successful innovation by harnessing market and, in particular, customer knowledge.

When it comes to tailoring good practice to the changing customer, just 31% of the C-suite is convinced that marketing is doing a good job – compared with 64% for CSOs.

Are sales and marketing leaders – and the wider C-suite – convinced of the role of big data? Not yet …

There’s no question that customer feedback is important – but who is making the most of it? The C-suite rates the CSO much higher (62%) than the CMO (48%).

CSOs see far less value than CMOs (28% vs. 53%) in using new communication channels to create long-lasting customer relationships.
Reset! The reinvention of the CMO

"Successful CMOs speak with the voice of the customer and drive product innovation."

Dr. Michael M. Meier, Co-Leader Global CMO Practice, Egon Zehnder
The average CMO

Is a 43.9-year old male who has been in the role for 4.15 years. The percentage of female CMOs (32%) is higher than that of CSOs or CCOs.

Holds a Master's degree (50%), of which 9% of those degrees are in marketing.

Is a senior executive: 64% of CMOs are board members.

Is relatively content with their role: one-third see themselves in the same role in five years' time.

Gets most satisfaction from being measured on their own performance rather than on others' (55%); developing brands, products and new business makes the job worthwhile for 31%.

Is very self-critical: 43% see personal restraints as the biggest barrier to their development.

Thinks the CEO is most important for their career (89%), then the CCO (59%) and key clients (55%).
CMOs' operating environment has changed irrevocably in the past decade

Digital has fragmented audiences and sales channels
► The brand now faces 24-7 social media attacks.
► Consumers have gained power as trust in internet information has grown.
► Corporate reputation now relies on the internal as well as the external brand.
► Big data and advanced analytics are decoding customer behavior and predicting future trends and sales

CMO challenges that arise
► Engaging the fickle and empowered consumer
► Staying ahead of the customer
► Ensuring consistent interaction with customers across all channels
► Delivering a seamless customer experience
► Deploying innovation and going beyond traditional marketing methods
► Analyzing and deploying customer feedback and big data
► Working in tandem with sales
► Building trust in the CMO role across the C-suite

Despite knowing that new skills, digital capability and a technical mindset are essential, few CMOs have embraced change.
CMOs seem out of touch with their peers …

Marketers focus disproportionately on the CEO.

- The C-suite thinks the CEO-CMO bond is much weaker than the CMO does.
- Less than half of CMOs affirm they have a good relationship with the CIO, fewer than any of their C-suite peers.
- Yet, partnership with the IT chief is key to the CMO’s ability to deliver essential insights.
- CMOs rate the CFO as the second least important executive board member.
- Barely one-third (34%) of CMOs are happy with their budget. Cool relationships with the holder of the purse strings won’t help.

In the age of big data, CMOs who fail to cultivate the CIO or learn the language of IT make their own jobs needlessly difficult – even impossible.


... which underplays their abilities and reduces CMO involvement in key areas

The executive board does not rate the CMO.
- Barely one-third think that marketing adds value and only 35% feel strongly that the company would fail without it.

The C-suite is far more critical than marketers themselves about CMOs' aptitude for innovation.
- Just 30% believe CMOs' marketing methods are innovative.

The C-suite also questions CMOs' ability in more traditional areas.
- Just 53% are sure that CMOs add value in building and protecting the brand.

Areas where CMOs add value to the company

<table>
<thead>
<tr>
<th>Area</th>
<th>C-suite</th>
<th>CMO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building and protecting the company's brand</td>
<td>53</td>
<td>77</td>
</tr>
<tr>
<td>Differentiating the company's brand from those of the competitors</td>
<td>40</td>
<td>68</td>
</tr>
<tr>
<td>Bringing innovation into marketing or sales practices</td>
<td>30</td>
<td>61</td>
</tr>
<tr>
<td>Using customer feedback to help develop the business</td>
<td>48</td>
<td>58</td>
</tr>
<tr>
<td>Driving forward best marketing or sales practices that are tailored to a constantly changing customer</td>
<td>31</td>
<td>56</td>
</tr>
<tr>
<td>Ensuring that the company effectively uses new channels of communication</td>
<td>38</td>
<td>53</td>
</tr>
<tr>
<td>Ensuring interaction with the customer is consistent and seamless across all channels</td>
<td>25</td>
<td>52</td>
</tr>
</tbody>
</table>

CMOs rarely direct their branding and communications expertise to building trust and respect for themselves among their peers.
The smart CMO is ...

Responding to the empowered customer
- Using customer insights and feedback to improve the customer experience
- Encouraging relevant and personal communication with customers
- Ensuring interaction is consistent across all channels

Mastering essential skills
- Developing analytical skills to turn marketing analysis into effective action
- Ably exploiting new technologies and innovative ways of working
- Attaining fundamental sales capabilities

Strengthening key relationships
- Aligning their function with sales and the broader value chain
- Developing more fruitful relationships with the C-suite
- Raising their general C-suite profile by demonstrating their worth
- Making a real strategic impact on the board and its direction

In doing so, they become indispensable, future-proof their companies and make work more fulfilling.
Reset! The reinvention of the CSO

"Instead of going into a company and talking about what we sell, it is more about asking yourself: 'What is the customer trying to accomplish – and how can we help them?' It's about trying to understand their pain points and bringing solutions to them."

Maria Ciliberti, Vice President, Sales Europe, Middle East and Africa, Celanese
The average CSO

- Is a 44-year old male who has been in the role for 4.66 years. Only 14% of CSOs are women.

- Holds a Master's (37%) or a Bachelor's degree (36%). Few have sales-specific qualifications.

- Is a senior executive: 66% are board members.

- Is ambivalent about advancement: 27% see themselves in the same role in five years' time, but 28% want to be CEO.

- Gets most satisfaction from being measured on their own performance rather than on others' (59%); meeting goals and objectives makes the role worthwhile for 22%.

- Is very self-critical: 40% see personal restraints as the biggest barrier to their development.

- Thinks the CEO is most important for their career (79%), then key clients (68%) and the CCO (63%).
Digital has turned sales upside down

The commercial environment is more volatile
► Access to information has given customers unprecedented power.
► Customers want new terms of engagement.
► The traditional core of sales, the physical meeting, is out; virtual contact is in.
► New communication channels are emerging.
► Sales has become data driven.

CSO challenges that arise
► Going beyond traditional sales methods; solving problems rather than selling solutions
► Finding new ways to build customer intimacy
► Planning and measuring sales techniques
► Ensuring consistent interaction with customers across all channels
► Achieving synergy with marketing
► Targeting longer-term goals
► Mastering the skills to exploit big data
► Cooperating more closely with CIOs to:
► Fulfill demand for product and service detail
► Install the right sentiment-analysis software
► Assess opinion and respond to key messages
► Achieve optimum efficiency with automated systems

CSOs have to find new unique selling points (USPs) or risk being ignored by customers.
The C-suite believes the CSO outstrips the CMO in several "natural" marketing areas:

- Ensuring seamless cross-channel customer interaction (69% vs. 25%)
- Building and protecting the brand (62% vs. 53%)
- Using customer feedback to develop the business (62% vs. 48%)

They look to the CSO for short-term commercial success and customer contacts.

The C-suite's high opinion is reflected back in the sales chiefs' own self-confidence:

- CSOs rate themselves even higher than the board in several areas.

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### Areas where CSOs and CMOs add value to the company (C-suite perspective)

<table>
<thead>
<tr>
<th>Area</th>
<th>CMO</th>
<th>CSO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bringing innovation into marketing or sales practices</td>
<td>30</td>
<td>46</td>
</tr>
<tr>
<td>Building and protecting the company's brand</td>
<td>53</td>
<td>62</td>
</tr>
<tr>
<td>Creating value for money:</td>
<td>33</td>
<td>56</td>
</tr>
<tr>
<td>- exploiting in-depth knowledge of the market and the competition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Defining marketing or sales KPIs that are clearly driving the company's overall objectives</td>
<td>37</td>
<td>54</td>
</tr>
<tr>
<td>Driving forward best marketing or sales practices that are tailored to a constantly changing customer</td>
<td>31</td>
<td>64</td>
</tr>
<tr>
<td>Ensuring interaction with the customer is consistent and seamless across all channels</td>
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</tr>
<tr>
<td>Using customer feedback to help develop the business</td>
<td>48</td>
<td>62</td>
</tr>
</tbody>
</table>

**Note:** Percentage of respondents who have chosen 8, 9 or 10 on a scale from 1 = does not add value at all to 10 = proactively adds considerable value.
The CSO has strong relationships with the C-suite – except for the CIO

Strength of CSO's business relationship with internal stakeholders

- **CEO**: 68% (C-suite), 82% (CSO)
- **CMO**: 68% (C-suite), 75% (CSO)
- **COO**: 55% (C-suite), 65% (CSO)
- **CFO**: 61% (C-suite), 62% (CSO)
- **CIO**: 25% (C-suite), 58% (CSO)

Our survey shows strong alliances between CSOs and the CEO and CFO:

- ≈ 82% have a good relationship with the CEO; 68% of C-suite members agree.
- ≈ 62% feel very close to the CFO; almost the same C-suite ratio (61%) concur.

CSOs consider their poorest relationship is with the CIO; the C-suite sees it as even weaker:

- ≈ Only 25% of board members class it as good.

More than two-thirds of CSOs reckon they have a good relationship with the CMO:

- On closer inspection, they keep marketing at arm's length. "Working with different departments" is far down their list of what makes work worthwhile – at almost half the CMO's rating.

Despite their mutual dependence, few CSOs are embracing symbiosis with the CMO. They also underestimate the strategic importance of technology in business today.
The smart CSO is ...

- Abandoning the traditional playbook and becoming a problem solver
- Shaping a customer-centric role based on meeting clients' changing needs
- Creating a positive customer experience

- Looking beyond immediate targets to a more strategic view
- Leveraging big data to build relationships and plan ahead
- Exploiting innovation and automation to increase effectiveness
- Borrowing techniques from marketing to differentiate their portfolio

- Developing productive and constructive relationships with the executive board
- Making an ally of the CIO
- Working closely with marketing and other parts of the company
- Building long-term relationships with customers

In doing so, they become a partner to their customers, a strategic asset to the company and strengthen their position and longevity on the executive team.
New roles for fresh challenges: today's CMO and CSO

“To compete for the new customer, the whole organization must be involved in creating the optimum and integrated customer experience, with a CEO at the helm who is passionate about the issue.”

Woody Driggs, EY Global Advisory Customer Leader
Sales and marketing leaders’ roles can be hard to pin down. They vary greatly, depending on a company’s size, maturity, markets and industry.

However, there are three complementary areas to which all CSOs and CMOs must contribute:

1. **Execution** of the sales and marketing basics
2. **Enablement**, where operational actions facilitate strategic evolution
3. **Development**, where the CSO or CMO spurs strategic business development
One plus one equals one: a new phase of evolution

“I think it's beneficial to have one person overseeing both functions because marketing makes the promise and sales has to deliver on that promise, so it's useful if both sides are on the same page and closely aligned. Obviously, they can't be more closely aligned than coming under the same role.”

Gayle Daniel-Worrell, VP Marketing, Communications, Distribution Channels, Trinidad and Tobago Unit Trust Corporation
Ready and able: the C-suite's responsibility

Superior customer experience requires buy-in from the executive board and the entire organization.

The C-suite must sanction investment in transformational digital technology, particularly end-to-end CRM systems.

The board must learn how sales and marketing roles have changed and give the CMO and CSO the chance to demonstrate their worth.

If a CMO's or CSO's resistance to new ways of working is compromising the customer journey, the company’s leaders have a duty to act.

Such executive action could range from taking a firmer line with the CMO or CSO to creating a **new role** that integrates and oversees their responsibilities.
From conciliation to merger: the evolution of a new role?

Evidence already suggests sales and marketing leaders will increasingly work more closely together and that their roles will merge.

This will be driven by the consolidation of external stakeholders and internal pressure for a more integrated customer experience.

Joint sales and marketing jobs are well established, however, adding other commercial areas – such as innovation, customer service and e-commerce – is relatively new.

The new, expanded role is often called CCO.

The still-evolving remit varies across different companies and sectors.

Some CCOs take on just sales and marketing, others lead additional functions, e.g., customer service and R&D.

What does a CCO look like?

When it comes to what makes their job worthwhile, strategic management is the top priority for CCOs, whereas it is second for CMOs and fifth for CSOs.

73% of CCOs feel very sure that they add value by "using customer feedback to help develop the business."

CCOs are the most satisfied with their role, with 60% particularly happy with their "ability to influence broader company strategy and vision."

CCOs are emphatic that they have good relationships with the CEO and COO – and the C-suite agrees. Yet, fewer than half feel they have good relations with the CIO.

Around one-third of the C-suite think there is a significant chance that the CCO will be CEO within five years.

73% of CCOs feel very sure that they add value by "using customer feedback to help develop the business."

Strategic oversight

Customer focus

Job satisfaction

Board relationships

Career path

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### One leader, many touch points and multiple benefits

<table>
<thead>
<tr>
<th>For the business:</th>
<th>A company-wide customer experience champion reduces the chance of customers &quot;falling through the cracks&quot; between different parts of the organization.</th>
</tr>
</thead>
<tbody>
<tr>
<td>For the customer:</td>
<td>They get an advocate on the executive board.</td>
</tr>
<tr>
<td>For the ambitious sales and marketing leader:</td>
<td>The CCO position offers the opportunity for promotion and wider responsibility.</td>
</tr>
</tbody>
</table>

The chief commercial officer position varies in role and executive status. Some post holders direct the functions responsible for the entire customer experience: to make this customer focus explicit, certain companies call them CCO. Others concentrate on establishing company-wide customer standards. However, they have a common focus to "create and drive customer strategy across the company, unencumbered by the boundaries of traditional silos or business units."1

1) According to the Chief Customer Officer Council membership body
<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>46.6 years</td>
</tr>
<tr>
<td>Gender</td>
<td>Only 12% are women.</td>
</tr>
<tr>
<td>Education</td>
<td>Holds a Master's degree (54%). The CCO has higher educational qualifications than the CMO or CSO.</td>
</tr>
<tr>
<td>Seniority</td>
<td>Is a more senior executive than the CMO or CSO: 80% are board members.</td>
</tr>
<tr>
<td>Ambition</td>
<td>Is the most ambitious of the sales and marketing executives: 32% want to be CEO in the next five years.</td>
</tr>
<tr>
<td>Satisfaction</td>
<td>Gets most satisfaction from being able to shape company strategy (60%), which is also what makes the role most worthwhile (26%).</td>
</tr>
<tr>
<td>Self-criticism</td>
<td>Is very self-critical: 49% sees personal restraints as the biggest barrier to their development.</td>
</tr>
<tr>
<td>Career Importance</td>
<td>Thinks the CEO is most important for their career (80%), then key clients (72%) and the CSO (64%).</td>
</tr>
</tbody>
</table>
At a crossroads, but which way lies success?

► Businesses must transform themselves and provide customers with the products and services they want, delivered in the way they prefer.

► Companies need the technology and mindset to collaborate, sharing customer data, understanding and expertise across the whole organization.

► Sales and marketing must see themselves as commercial representatives in integrated customer experience teams rather than standalone functions.

► Likewise, each C-suite member must be judged on their contribution to the optimum customer experience, rather than on their functional silo.

► To oversee all customer touch points and champion co-creation, a CCO is likely to be essential.
Self-assessment: have you got what it takes to be a commercial leader?

- All customer touch points must reflect the brand. How are you collaborating with other teams to create the appropriate company-wide culture, service and infrastructure?
- How are you integrating digital in your traditional sales and marketing practices?
- Which analytics have you used to measure the customer experience and how are you using the results to improve it?
- What programs are you pursuing to develop the ideal customer experience?
- How are you developing collaborative relationships with customers?
- In what ways do you monitor the performance of customer-centric companies?
- How does your contribution to the board drive company strategy?
- How have you collaborated with the CIO to ensure integrated information systems?
- How do you ensure you and your team remain up to date with evolving technologies?
- Which means do you use to mine relevant cross-channel customer data?
Further information and key contacts
Want to learn more?

Further reading

Keep your peers informed

To learn more and have access to the web tool displaying all results, please visit: ey.com/dna-csmo.
Key global contacts

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Appendix

Competition, coexistence or symbiosis?, EY, 2014
Demographics of surveyed CMOs, CSOs and CCOs

**Gender**

- **CMO**: Male 68, Female 32
- **CSO**: Male 86, Female 14
- **CCO**: Male 88, Female 12

**Board membership**

- **CMO**: 64% Yes, 36% No
- **CSO**: 20% Yes, 80% No
- **CCO**: 66% Yes, 34% No

**Age**

- **Less than 30 years**: 5 CMO, 2 CSO, 1 CCO
- **30–39 years**: 30 CMO, 31 CSO
- **40–49 years**: 40 CMO, 45 CSO
- **50–59 years**: 25 CMO, 20 CSO
- **60–69 years**: 5 CMO, 3 CSO
- **70 years or more**: 1 CMO
- **Prefer not to say**: 0 CMO, 1 CSO

Competition, coexistence or symbiosis?
Demographics of surveyed CMOs, CSOs and CCOs

**Highest qualification**

- PhD (doctorate) or equivalent
  - CMO: 13
  - CSO: 5
  - CCO: 4
- Master's degree in business administration and management or equivalent
  - CMO: 16
  - CSO: 28
  - CCO: 34
- Bachelor's degree in business administration and management or equivalent
  - CMO: 8
  - CSO: 10
  - CCO: 11
- Master's degree in marketing studies or equivalent
  - CMO: 17
  - CSO: 19
  - CCO: 19
- Bachelor's degree in marketing studies or equivalent
  - CMO: 6
  - CSO: 6
  - CCO: 6
- Sales-specific qualification
  - CMO: 13
  - CSO: 2
  - CCO: 2
- Other subject area – master's degree or equivalent
  - CMO: 18
  - CSO: 13
  - CCO: 13
- Other subject area – bachelor's degree or equivalent
  - CMO: 20
  - CSO: 12
  - CCO: 12
- Other qualification
  - CMO: 17
  - CSO: 18
  - CCO: 13

**Time in current role**

- Less than 1 year
  - CMO: 35%
  - CSO: 42%
  - CCO: 41%
  - Total: 35%
- 1–3 years
  - CMO: 15%
  - CSO: 12%
  - CCO: 9%
  - Total: 15%
- 4–6 years
  - CMO: 23%
  - CSO: 29%
  - CCO: 10%
  - Total: 23%
- 7–9 years
  - CMO: 14%
  - CSO: 11%
  - CCO: 12%
  - Total: 14%
- 10 years or more
  - CMO: 11%
  - CSO: 10%
  - CCO: 10%
  - Total: 11%
Demographics of companies of CMOs, CSOs, CCOs and other C-suite contributors

Location of headquarter

List of countries

<table>
<thead>
<tr>
<th>Country</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>35</td>
</tr>
<tr>
<td>Brazil</td>
<td>52</td>
</tr>
<tr>
<td>China</td>
<td>48</td>
</tr>
<tr>
<td>France</td>
<td>51</td>
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<td>Germany</td>
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<td>India</td>
<td>43</td>
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<td>Italy</td>
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<td>Mexico</td>
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<td>Netherlands</td>
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<td>Russia</td>
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</tr>
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<td>South Africa</td>
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<td>Sweden</td>
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<td>Turkey</td>
<td>40</td>
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<tr>
<td>United Arab Emirates</td>
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<tr>
<td>United Kingdom</td>
<td>46</td>
</tr>
<tr>
<td>United States</td>
<td>97</td>
</tr>
<tr>
<td>Other</td>
<td>35</td>
</tr>
</tbody>
</table>

Company's primary focus

<table>
<thead>
<tr>
<th>Focus</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business to business</td>
<td>51%</td>
</tr>
<tr>
<td>Business to consumer</td>
<td>25%</td>
</tr>
<tr>
<td>Evenly split between the two</td>
<td>24%</td>
</tr>
</tbody>
</table>
Demographics of companies of CMOs, CSOs, CCOs and other C-suite contributors

<table>
<thead>
<tr>
<th>Worldwide number of employees</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Up to 249 employees</td>
<td>17%</td>
</tr>
<tr>
<td>250–499 employees</td>
<td>14%</td>
</tr>
<tr>
<td>500–999 employees</td>
<td>12%</td>
</tr>
<tr>
<td>1,000–1,499 employees</td>
<td>6%</td>
</tr>
<tr>
<td>1,500–1,999 employees</td>
<td>5%</td>
</tr>
<tr>
<td>2,000–4,999 employees</td>
<td>13%</td>
</tr>
<tr>
<td>5,000–9,999 employees</td>
<td>9%</td>
</tr>
<tr>
<td>10,000–49,999 employees</td>
<td>15%</td>
</tr>
<tr>
<td>50,000 or more employees</td>
<td>8%</td>
</tr>
<tr>
<td>Don't know</td>
<td>1%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Global annual turnover</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>US$65m – US$99m</td>
<td>5%</td>
</tr>
<tr>
<td>US$100m – US$499m</td>
<td>32%</td>
</tr>
<tr>
<td>US$500m – US$999m</td>
<td>11%</td>
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<tr>
<td>US$1b – US$4.99b</td>
<td>7%</td>
</tr>
<tr>
<td>US$5b – US$9.99b</td>
<td>25%</td>
</tr>
<tr>
<td>US$10b – US$19.99b</td>
<td>6%</td>
</tr>
<tr>
<td>US$20b – US$99.99b</td>
<td>5%</td>
</tr>
<tr>
<td>More than US$100b</td>
<td>4%</td>
</tr>
<tr>
<td>Don't know</td>
<td>2%</td>
</tr>
<tr>
<td>Prefer not to provide</td>
<td>2%</td>
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<th>Sector</th>
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<td>Finance</td>
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<tr>
<td>Consumer products</td>
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<td>Oil and gas</td>
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<td>Life sciences</td>
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<td>Power and utilities</td>
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<td>Other sectors</td>
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Competition, coexistence or symbiosis?
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