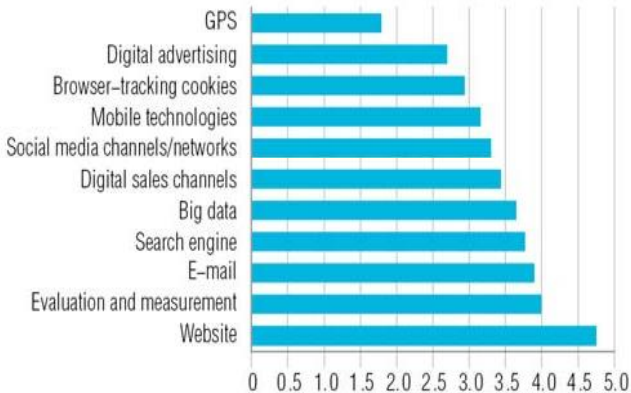


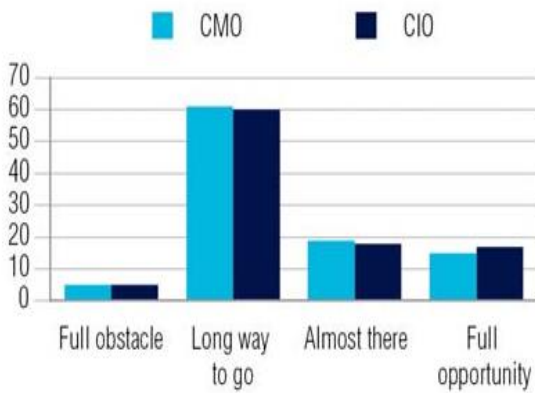
1 + 1 = 3: CMO & CIO Collaboration Best Practices That Drive Growth

Chart 1
How Important Are These Digital Marketing Solutions to Your Organization?
(average score out of 5; n = 20)



Source: The Conference Board of Canada.

Chart 2
Is Big Data an Obstacle or Opportunity?
(percentage of respondents)



Source: SAS, *Big Data's Biggest Role*.

Table 1
Mobile Device Uses, 2011
(percentage of respondents)

	Canada	United States
Send text messages	69.2	74.3
Photos	55.1	60.3
E-mail	35.9	40.8
Access social network	31.2	35.3
Access weather	29.8	35.2
Games	30.8	31.4
Search	25.6	29.5
Maps	21.6	26.5
News	20.1	25.5
Sports	16.0	21.8
Finance	11.4	15.1
Online retail	6.1	12.2

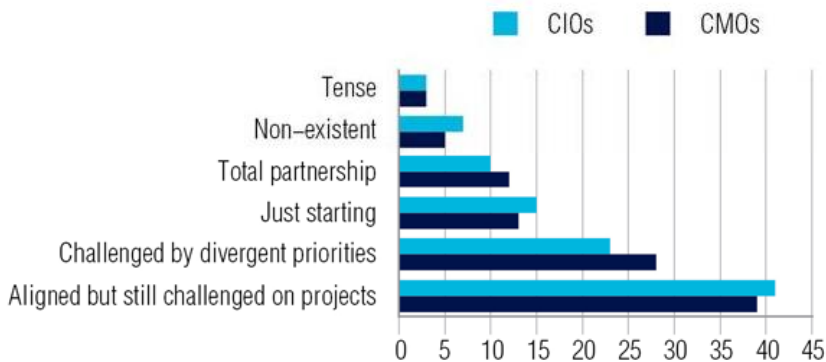
Source: comScore.

Table 2
Top 200 Canadian Growth Companies, 2012

	Number	Average 5-year sales growth (per cent)
Business services	79	1,070
• Information technology	22	542
• Marketing	22	1,437
• Human resources	9	1,242
• Communications	6	407
• Other	20	n.a.
Software development	30	1,299
• Business management	8	2,291
• Marketing	5	930
• Other	147	n.a.
Manufacturing	23	990
Wholesale or distribution	15	1,226
Financial services	14	751
Construction	12	958
Consumer services	12	1,115
Natural resource services	6	347
Retail	5	741
Food	3	920
Media	1	304

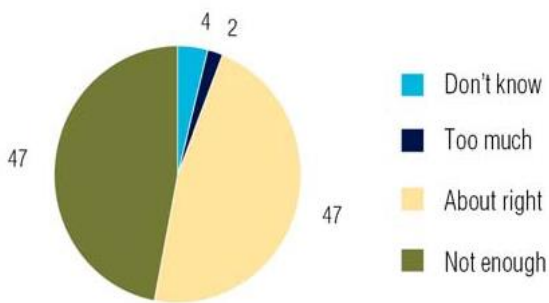
n.a. = not applicable
Source: Profitguide.com.

Chart 3
How Aligned Is Marketing and Information Technology?
(per cent)



Source: SAS, *Big Data's Biggest Role*.

Chart 4
How Would You Characterize the Board's Attention to IT Topics?
(percentage of respondents; n = 1,153)



Source: Bloch, Brown, Sikes, *Elevating Technology on the Boardroom Agenda*.

Legends :

- Chart 1 – Sources/Factors helping Digital Marketing of the Organization
- Chart 2 – CMO & CIO perspective on Big Data
- Chart 3 – Growth comparing Marketing & Information Technology
- Chart 4 – Awareness to the Board with I.T. related topics

- Table 1 – Percentage of active mobile device users - utilization
- Table 2 – Companies with highest market growth for the year 2012

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