Greenwashing vs. Greenacting

Wishes, expectations and perspectives of consumers and marketing managers in eight countries





Copyright

Nürnberg Institut für Marktentscheidungen e. V. Founder and anchor shareholder of GfK SE

Reprinting, transmission and similar activities – even in extracts – are permitted only with prior written consent.

Printed with 100 percent certified green electricity. Paper from responsible forestry. Unavoidable CO₂ emissions were offset.

July 2023



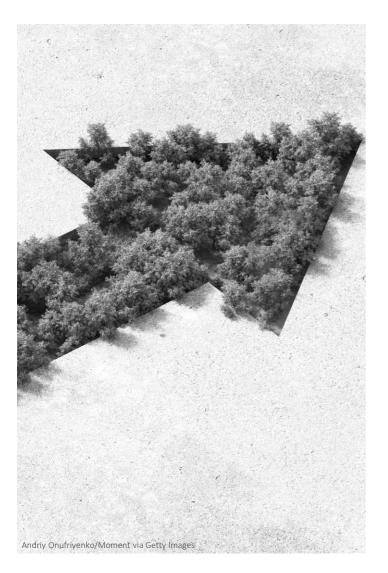
Authors **Tobias Biró** <u>tobias.biro@nim.org</u>



Dr. Andreas Neus andreas.neus@nim.org







Whether it's cosmetics, food or electronics, consumers are currently under the impression that almost all products promise properties such as climate-neutral, plastic-free or recyclable.

This study confirms this: 52 percent of the companies surveyed currently use green claims, i.e., advertising statements related to the environment and sustainability, in their customer communications. In doing so, they are meeting a great demand – sustainable shopping is important for 76 percent of the consumers questioned.

For the study, NIM surveyed consumers and marketing managers in eight countries. The aim was not only to measure attitudes and usage in the context of sustainability-related product promises. It also focused on the phenomenon of greenwashing. How do consumers react when companies actively communicate that they are behaving sustainably, even though this would not stand up to critical scrutiny? In addition to major industrialized countries, the study includes South Africa and Brazil, two emerging economies from the so-called global south. The figures from these countries are of particular interest, as they are considered to be very strongly affected by the consequences of climate change. However, caution should be exercised when interpreting the figures, as experience has shown that the online survey method tends to reach more highly educated people from economic centers in these countries.

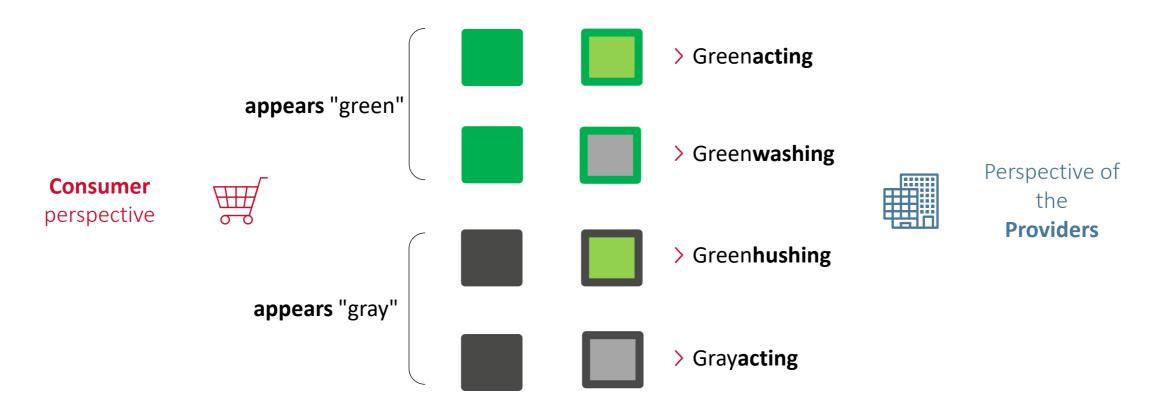


Climate change is a global problem that requires global action to resolve. The market decisions of consumers and companies are a key factor in this. This is another reason why the international comparison made for this study is so relevant.

Nuremberg, July 2023 Dr. Andreas Neus

The problem: Greenacting vs. Greenwashing





As a rule, consumers cannot identify beyond doubt which products are "green" or only pretend to be "green" (so-called greenwashing). In addition, there are also products that are "green" without this being communicated (so-called greenhushing). As a rule, only the suppliers have knowledge about the sustainability of their products. This information asymmetry leads to an inefficient market where consumers cannot shop according to their preferences. To solve this problem, it is important to look at both sides of the market, both consumers and suppliers.

KEY INSIGHTS



Sustainability is a guiding factor in consumer behavior. Every second company addresses the customer's desire also through sustainability promises.

Consumers are willing to pay more for products that promise sustainability. This is an opportunity for companies to increase sales and thus cover additional costs related to sustainability.

Consumers trust sustainability promises if the company advertising them is credible to them. Credibility can also be achieved through certifications, transparency and cooperation with external stakeholders.

Credibility is often called into question. One in three companies has already been confronted with greenwashing allegations. The associated risks weigh heavily: 7 out of 10 consumers turn away from such companies or brands.

Interest in sustainability is great. However, the potential for misunderstandings and accusations of fraud in sustainability promises is also great. To resolve this dilemma, consumers and companies want clear standards and legal requirements.

KEY INSIGHTS



Sustainability is a guiding factor in consumer behavior. Every second company addresses the customer's desire also through sustainability promises.

Consumers are willing to pay more for products that promise sustainability. This is an opportunity for companies to increase sales and thus cover additional costs related to sustainability.

Consumers trust sustainability promises if the company advertising them is credible to them. Credibility can also be achieved through certifications, transparency and cooperation with external stakeholders.

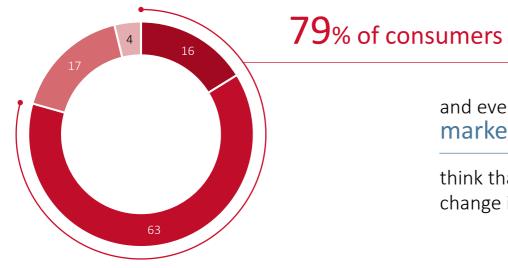
Credibility is often called into question. One in three companies has already been confronted with greenwashing allegations. The associated risks weigh heavily: 7 out of 10 consumers turn away from such companies or brands.

Interest in sustainability is great. However, the potential for misunderstandings and accusations of fraud in sustainability promises is also great. To resolve this dilemma, consumers and companies want clear standards and legal requirements.



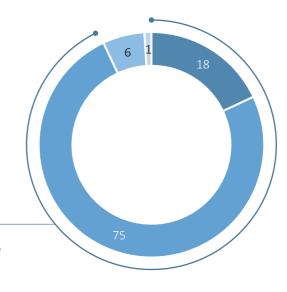


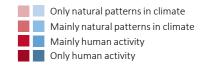
Motivation to pay attention to sustainability concerns in market decisions as well, lies in the perception of the cause of the problem.



and even 93% of the marketing managers

think that the main cause of climate change is human activity.

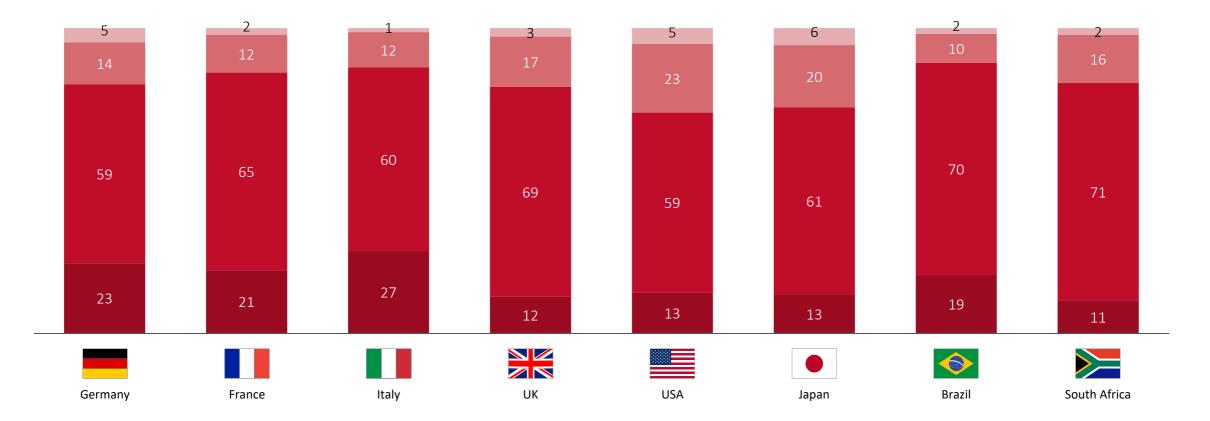




What do you personally think is the main cause of climate change?

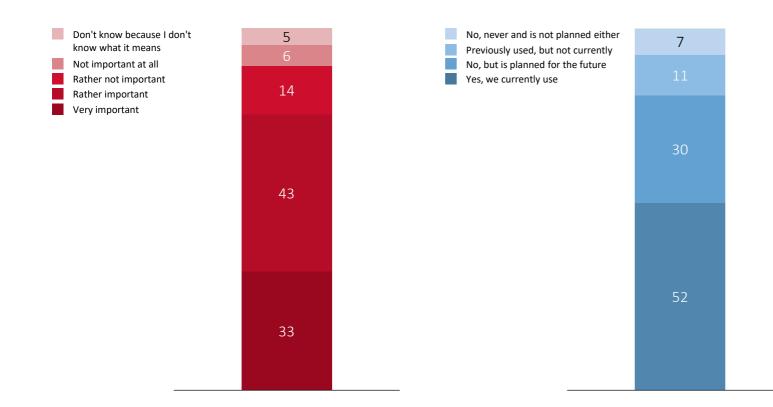






What role does the topic of **sustainability** currently play in your purchasing behavior in general?

When you think about product or corporate communication: Does your company use **sustainability promises** in this context or did it use them in the past?





For **76 percent** of consumers, sustainability plays an important role when shopping. Only **5 percent** of consumers say they are not familiar with the term.

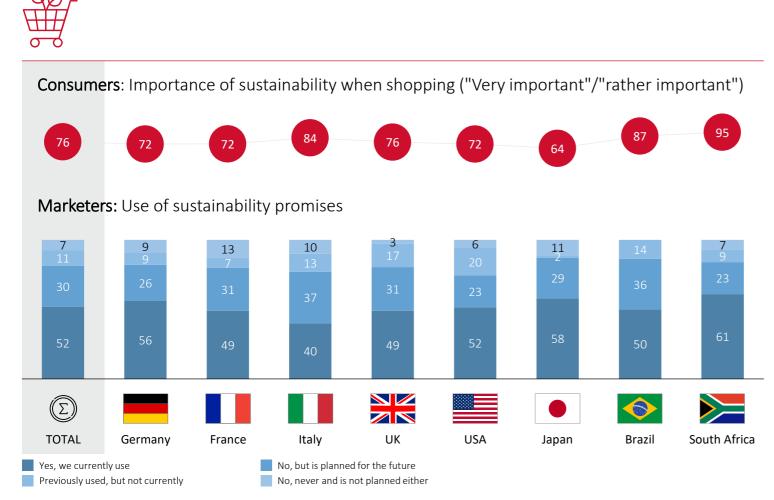
Companies are responding to this demand by, among other things, using sustainability promises on packaging or in advertising. **52 percent** of the companies surveyed use such claims, for example, and a further **30 percent** are planning to do so in the future.

BASE: all consumers n=8,008 | Values in %

What role does the topic of **sustainability** currently play in your purchasing behavior in general?

When you think about product or corporate communication: Does your company use **sustainability promises** in this context or did it use them in the past?





BASE: all consumers n=8,008; all companies n=805 | Values in %, Survey period: April and May 2023, NIMpulse 2023-4, nim.org

Nürnberg Institut für Marktentscheidungen e.V. Founder and Anchor Shareholder of GfK SE

QQ

In the emerging markets and in Italy **sustainability** plays a **greater role** for consumers than in the other countries investigated – Japan brings up the rear in this respect.

Sustainability promises are currently used most frequently by companies in South Africa, Japan and Germany. The highest proportion of brands that plan to use them in the future is in Italy and Brazil. The USA and Great Britain, on the other hand, have the highest number of companies that have abandoned the use of sustainability promises.







Many consumers have the impression that almost all products currently promise features such as climateneutral, plastic-free or recyclable. And this impression is not deceptive: in fact, the majority of companies and brands in almost all the countries surveyed use sustainability promises. According to the marketing managers interviewed, there will be even more green claims in the future.

KEY INSIGHTS



Sustainability is a guiding factor in consumer behavior. Every second company addresses the customer's desire also through sustainability promises.

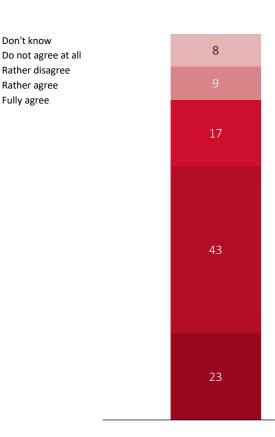
Consumers are willing to pay more for products that promise sustainability. This is an opportunity for companies to increase sales and thus cover additional costs related to sustainability.

Consumers trust sustainability promises if the company advertising them is credible to them. Credibility can also be achieved through certifications, transparency and cooperation with external stakeholders.

Credibility is often called into question. One in three companies has already been confronted with greenwashing allegations. The associated risks weigh heavily: 7 out of 10 consumers turn away from such companies or brands.

Interest in sustainability is great. However, the potential for misunderstandings and accusations of fraud in sustainability promises is also great. To resolve this dilemma, consumers and companies want clear standards and legal requirements.

We are very interested in your personal attitude. Please tell us, to what extent you agree with the following statement: I **prefer** to buy products/services that advertise sustainability promises.



When you think about marketing in your company: What **motivates** you to pay more attention to sustainability aspects?

87	Feedback from consumers/end customers (e.g., social media,)
85	Keeping up with the competition
85	Purchasing behavior of consumers/ end customers
81	Requirements of superiors in own company/strategic decisions of management
80	Exchange among colleagues at industry or marketing conferences
76	Demands and regulatory projects from the political side
76	Feedback from the workforce in your own company
72	Personal conviction
66	Feedback from suppliers
65	Coverage by the (trade) press
64	Feedback from retailers
49	High-profile actions by NGOs/ activist groups

Nuremberg Institute for Market Decisions

In line with the high relevance that sustainability has for the majority of respondents, they also prefer to buy products that advertise **sustainability promises.**

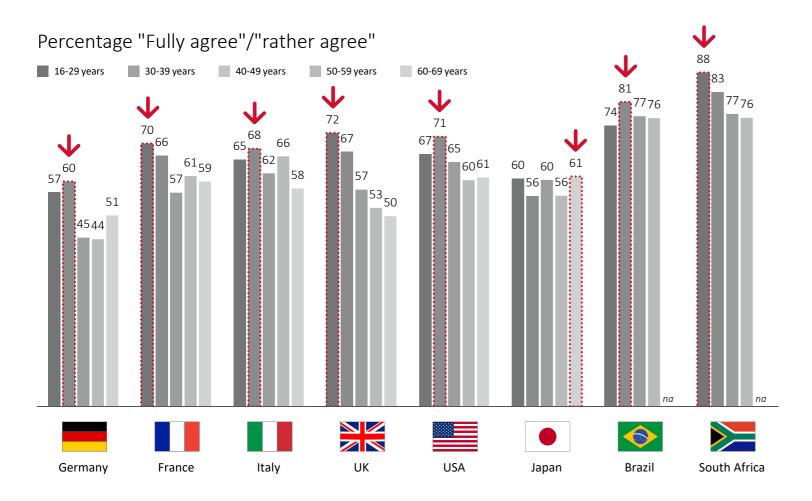
The reaction of companies shows that this attitude is also reflected in consumer behavior. They describe the feedback and purchasing behavior of consumers as the **most important motivators** for paying greater attention to sustainability. Politics, retail and activists, on the other hand, have less influence.

BASE: all consumers n=8,008 | Values in %

BASE: all companies n=805 | Values in %, Survey period: April and May 2023, NIMpulse 2023-4, nim.org

We are very interested in your personal attitude. Please tell us, to what extent you agree with the following statement: I **prefer** to buy products/services that advertise sustainability promises.

Nuremberg Institute for Market Decisions



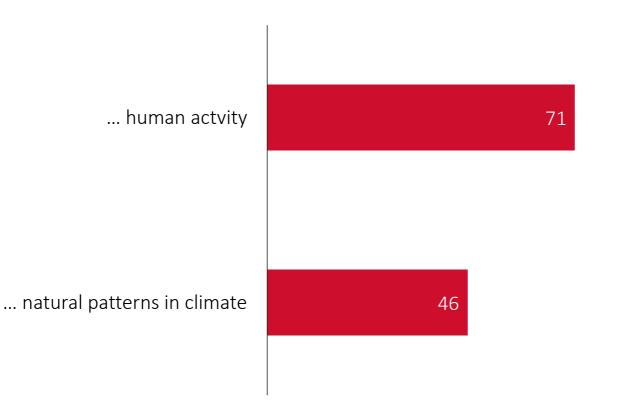
In all the countries surveyed except Japan, it is primarily **younger people** who prefer to buy products that advertise sustainability promises.

The generation gap is above average in **Germany** and **Great Britain**, with Germany standing out with the lowest overall approval ratings. The highest approval ratings for this question are also found in the emerging countries Brazil and South Africa.

We are very interested in your personal attitude. Please tell us, to what extent you agree with the following statement: I **prefer** to buy products/services that advertise sustainability promises.



Percentage "Fully agree"/"rather agree" according to the assignment of the main cause of climate change



Ш.

In addition to younger people, those who attribute climate change primarily to human activity also prefer to buy products with sustainability promises. A majority of **71 percent** make a corresponding statement.

Across all countries, however, **half of** those who believe climate change is a natural phenomenon also prefer products with sustainability promises.

If a company were to verifiably avoid or offset its **CO₂ emissions** completely: How much more would you estimate you would pay for the product or service in percentage terms? Assuming your company were to completely avoid or offset CO_2 emissions: How much more would your product(s) or service(s) have to cost in estimated percentage terms?





On Ø, consumers would accept the following additional price: 22%



A total of 36 percent of respondents answered "Don't know".

BASE: all consumers n=8,008

On Ø estimated by companies **necessary price increase**:



A total of 22 percent of respondents answered "Don't know".

BASE: all companies n=805 | Survey period: April and May 2023, NIMpulse 2023-4, nim.org

Measured against the complete **avoidance** or **compensation** of all **CO**₂ **emissions**, the

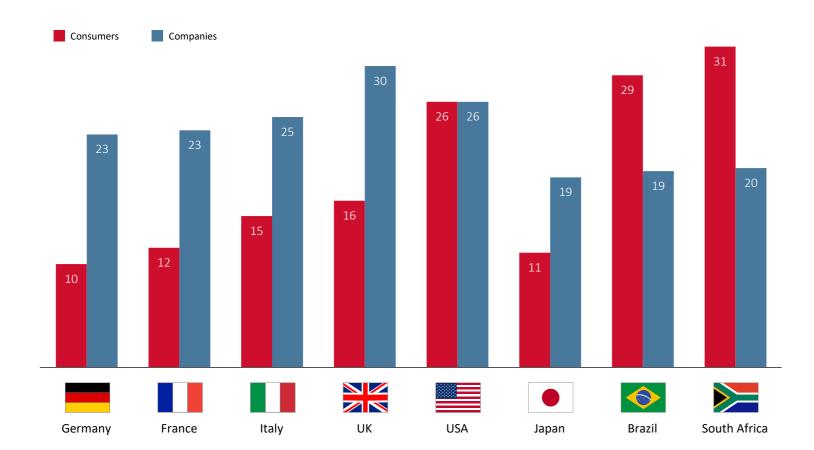
willingness to pay more and the necessary price increase estimated by marketing managers are almost identical on average in all the countries surveyed. It should be noted in this context that **36 percent** of consumers and **23 percent** of those responsible for marketing cannot state how high the accepted additional price or the necessary price increase would be.

23%



If a company were to verifiably avoid or offset its **CO₂ emissions** completely: How much more would you estimate you would pay for the product or service in percentage terms? Assuming your company were to completely avoid or offset CO_2 emissions: How much more would your product(s) or service(s) have to cost in estimated percentage terms?





However, a comparison of the countries reveals major differences in the additional price. There is a gap above all in the European countries. In **Germany, France, Italy** and **Great Britain**, the estimated higher price would clearly exceed consumers' willingness to pay more. The same applies, albeit at a lower level, to Japan.

Conversely, in the emerging markets, the willingness to pay more clearly exceeds the necessary price adjustment.

If a company were to verifiably avoid or offset its CO_2 emissions completely: How much more would you estimate you would pay for the product or service in percentage terms?



8%

of respondents are **not prepared to pay** an **additional price** for complete avoidance/compensation of CO_2 emissions.

Share **NO** additional price willingness per country



Would, despite CO₂ avoidance/compensation, in principle not pay more, because:

Do not believe in CO₂ compensation/fake Duty of the company Already buy only such products Do not believe in climate change

BASE: all consumers n=8,008; all companies n=805 | Survey period: April and May 2023, NIMpulse 2023-4, nim.org







of companies would **not** have to **increase** prices, mostly because they already fully offset or avoid CO₂ emissions.

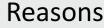
Share **NO** necessary price increase per country



Would, despite CO₂ avoidance/compensation, not increase the price in principle, because:

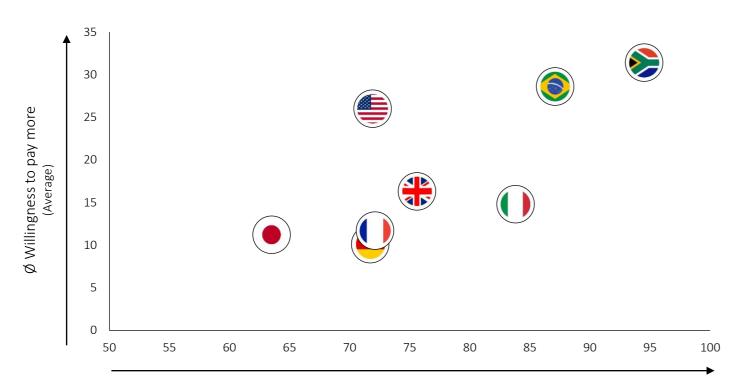
Would have a negative impact on competitiveness/revenue Acquiring new customers or retaining customers through sustainability All CO_2 emissions are already fully offset or avoided





If a company were to verifiably avoid or offset its **CO₂ emissions** completely: How much more would you estimate you would pay for the product or service in percentage terms? What role does the topic of **sustainability** currently play in your purchasing behavior in general?





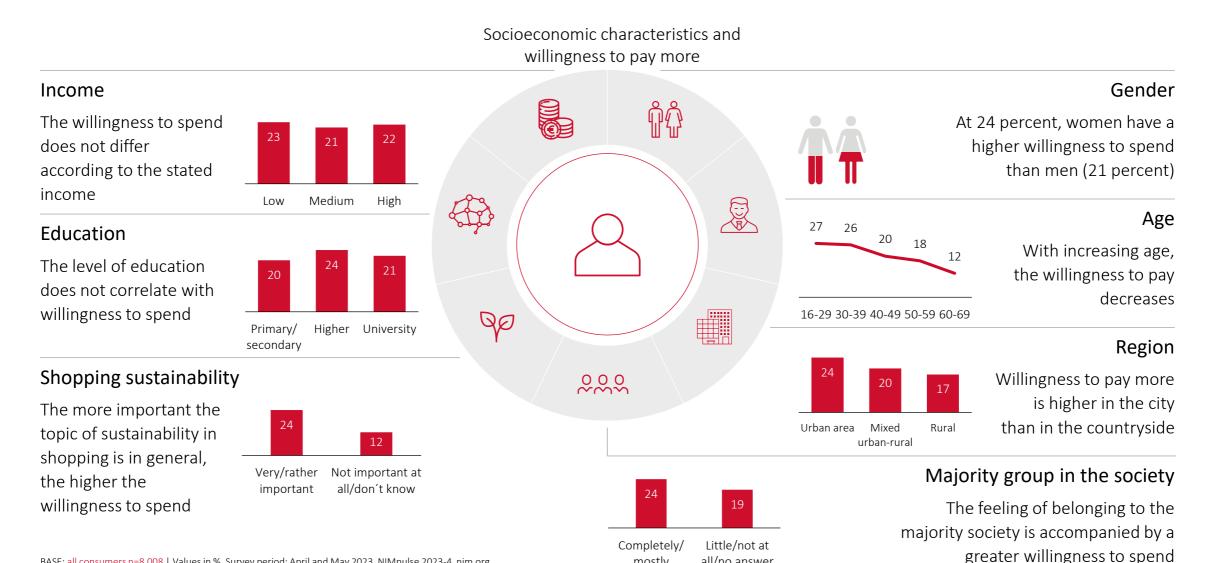
Importance of sustainability when shopping (Percentage "Very important"/"rather important")

\bigcirc

The willingness of consumers to pay more to **avoid** or **compensate for CO**₂ **emissions** seems to be related to the relevance of sustainability in consumer behavior. Countries with higher values in this category also show a **higher willingness to pay more**.

Exceptions to this pattern are the USA and Italy: In the USA, sustainability is less important when shopping than in other countries, but the willingness to spend is higher – and in Italy, the reverse is true. If a company were to verifiably avoid or offset its **CO₂ emissions** completely: How much more would you estimate you would pay for the product or service in percentage terms?





mostly

all/no answer

BASE: all consumers n=8,008 | Values in %, Survey period: April and May 2023, NIMpulse 2023-4, nim.org

Nürnberg Institut für Marktentscheidungen e.V. Founder and Anchor Shareholder of GfK SE







The fact that younger people in particular are more interested in sustainability is not a new finding. It remains to be seen whether the young will set other priorities as they get older or whether they will stick to their interest in sustainability. If the latter occurs, the importance of sustainability-oriented consumer behavior is likely to increase further in the future, and worldwide.

KEY INSIGHTS



Sustainability is a guiding factor in consumer behavior. Every second company addresses the customer's desire also through sustainability promises.

Consumers are willing to pay more for products that promise sustainability. This is an opportunity for companies to increase sales and thus cover additional costs related to sustainability.

Consumers trust sustainability promises if the company advertising them is credible to them. Credibility can also be achieved through certifications, transparency and cooperation with external stakeholders.

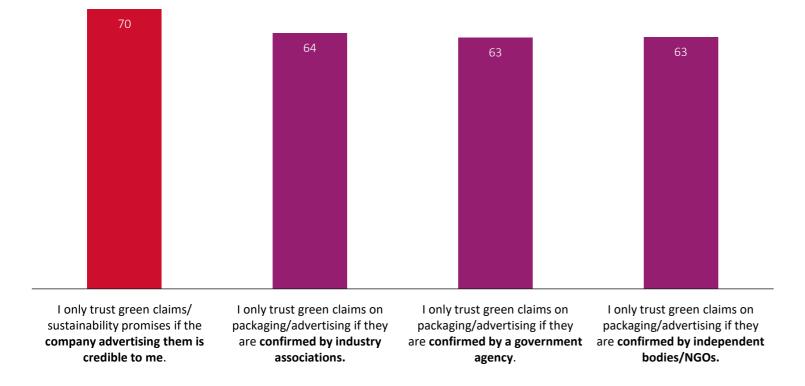
Credibility is often called into question. One in three companies has already been confronted with greenwashing allegations. The associated risks weigh heavily: 7 out of 10 consumers turn away from such companies or brands.

Interest in sustainability is great. However, the potential for misunderstandings and accusations of fraud in sustainability promises is also great. To resolve this dilemma, consumers and companies want clear standards and legal requirements.

More and more companies/brands advertise with **sustainability promises**, for example in advertising or with a corresponding seal on the packaging. Please tell us in each case to what extent you agree with these statements.



Percentage "Fully agree"/"rather agree"





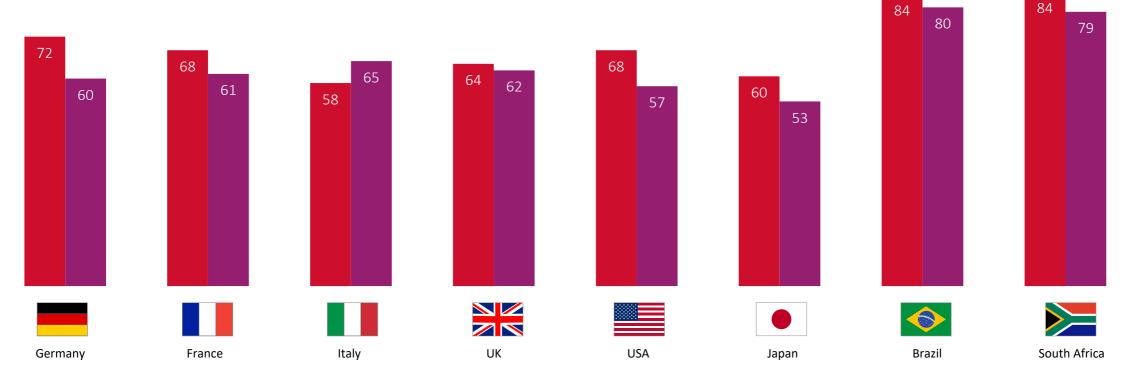
A company's credibility is the most important guide for consumers when it comes to placing trust in sustainability promises.

Another positive effect on trust in sustainability promises is when companies cooperate with stakeholders such as **industry associations**, **NGOs** or **government agencies**.

More and more companies/brands advertise with **sustainability promises**, for example in advertising or with a corresponding seal on the packaging. Please tell us in each case to what extent you agree with these statements.



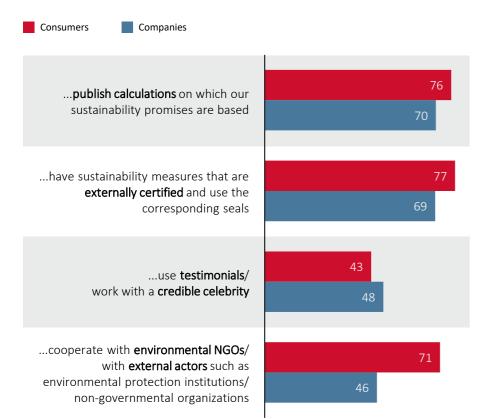
Percentage "Fully agree"/"rather agree" I only trust sustainability promises if the company advertising them is credible to me. I only trust sustainability promises on packaging/advertising if they are confirmed by industry associations/NGOs/government agencies.*



BASE: all consumers n=8,008 | Values in %, Survey period: April and May 2023, NIMpulse 2023-4, nim.org

*Average over three statements

Next, we show you a list of measures that are discussed in the context of "Credibility of sustainability promises in products or services". For each measure, please tell us whether it would make **sustainability promises more credible for you.**



What is your brand or company doing to give **more credibility to sustainability promises**?

\|//



Consumers agree that the following specific actions can increase the credibility of green claims:

> public accessibility of calculation bases on which statements are based,

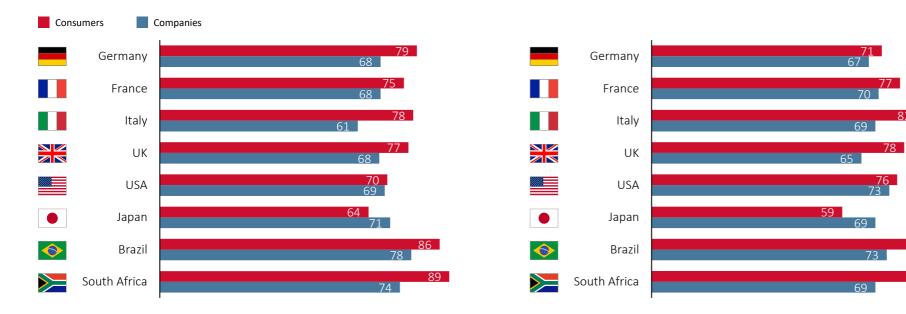
> external certification of sustainability measures.

Collaboration with celebrities, on the other hand, has a less credibilityenhancing effect from both a company and consumer perspective.

The biggest difference is in cooperation with environmental NGOs: In the eyes of many consumers, such a measure boosts credibility. However, only a few companies are currently taking advantage of this.

Next, we show you a list of measures that are discussed in the context of "Credibility of sustainability promises in products or services". For each measure, please tell us whether it would make **sustainability promises more credible for you.** What is your brand or company doing to give **more credibility to sustainability promises**?





Publish calculations:

Proportion of consumers stating that use would increase credibility and proportion of companies currently using the measure

External certification:

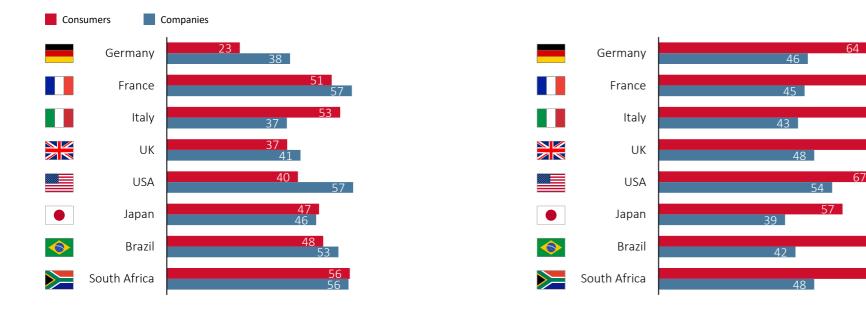
Proportion of consumers stating that use would increase credibility and proportion of companies currently using the measure



88

Next, we show you a list of measures that are discussed in the context of "Credibility of sustainability promises in products or services". For each measure, please tell us whether it would make sustainability promises more credible for you. What is your brand or company doing to give more credibility to sustainability promises?





Testimonials:

Proportion of consumers stating that use would increase credibility and proportion of companies currently using the measure

Cooperation with environmental NGOs:

76

83

67

Proportion of consumers stating that use would increase credibility and proportion of companies currently using the measure



Nuremberg Institute for Market Decisions





Companies can increase the credibility of their sustainability promises by relatively simple means. The publication of the calculation bases on which sustainability-related statements are based is already sufficient for the majority of consumers surveyed worldwide. Additional measures, such as external support, also provide leverage for this, albeit with little added value.



KEY INSIGHTS



Sustainability is a guiding factor in consumer behavior. Every second company addresses the customer's desire also through sustainability promises.

Consumers are willing to pay more for products that promise sustainability. This is an opportunity for companies to increase sales and thus cover additional costs related to sustainability.

Consumers trust sustainability promises if the company advertising them is credible to them. Credibility can also be achieved through certifications, transparency and cooperation with external stakeholders.

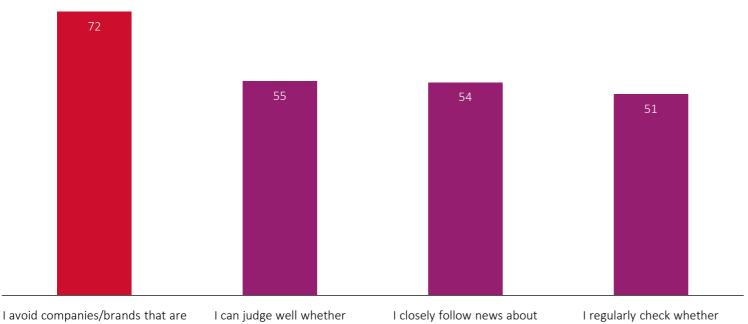
Credibility is often called into question. One in three companies has already been confronted with greenwashing allegations. The associated risks weigh heavily: 7 out of 10 consumers turn away from such companies or brands.

Interest in sustainability is great. However, the potential for misunderstandings and accusations of fraud in sustainability promises is also great. To resolve this dilemma, consumers and companies want clear standards and legal requirements.

More and more companies/brands advertise with **sustainability promises**, for example in advertising or with a corresponding seal on the packaging. Please tell us in each case to what extent you agree with these statements.



Percentage "Fully agree"/"rather agree"





A slight majority of consumers regularly inform themselves

about product- or company-related sustainability promises, either via the media or other channels. As a result, a slight majority of respondents are convinced that they can judge well whether sustainability promises are credible. False or misleading promises are risky for suppliers: **7 out of 10 respondents** say they avoid companies or brands that are accused of such behavior.

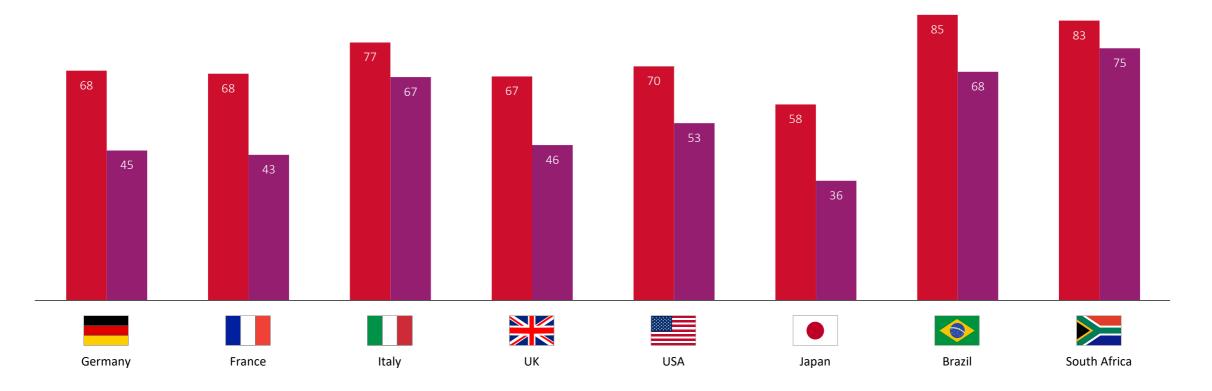
I avoid companies/brands that are accused of false or misleading sustainability promises. I can judge well whether sustainability promises of companies/brands are credible.

companies/brands that are accused of false or misleading sustainability promises. I regularly check whether sustainability promises of companies/brands are substantiated. More and more companies/brands advertise with **sustainability promises**, for example in advertising or with a corresponding seal on the packaging. Please tell us in each case to what extent you agree with these statements.



Percentage "Fully agree"/"rather agree"

I avoid companies/brands that are accused of false or misleading sustainability promises.
I closely follow news about companies/brands that are accused of false or misleading sustainability promises.



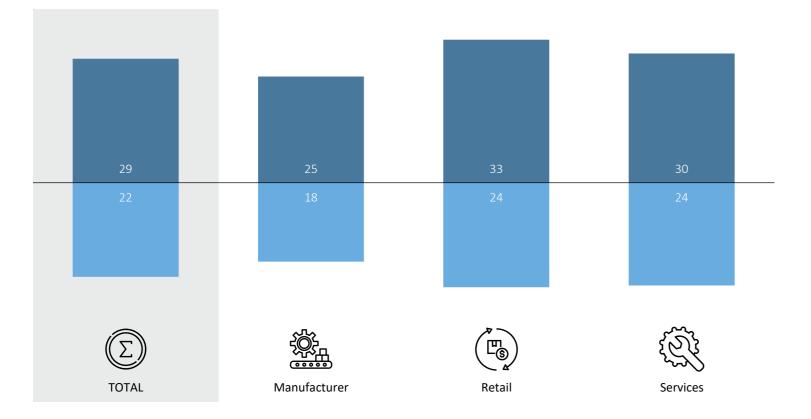
Has your company or brand ever been publicly confronted with **greenwashing accusations**, whether justified or not?

Has your company or brand ever consciously **refrained** from communicating progress in its own sustainability for fear of being confronted with greenwashing accusations?





Consciously refrained from communicating progress (Greenhushing)



BASE: all companies n=805; manufacturer n=302, retail n=191, services n=312 | Values in %, Survey period: April and May 2023, NIMpulse 2023-4, nim.org



29%

of companies or brands have already been publicly confronted with greenwashing allegations. Companies from the retail and services

sectors are particularly affected.



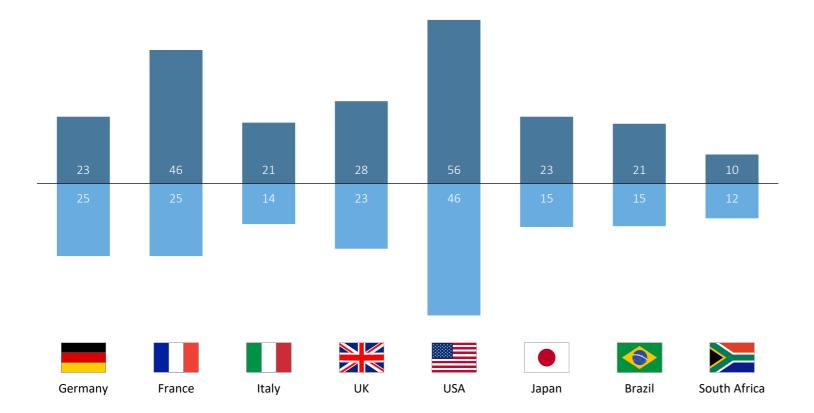
22%

of companies or brands refrain from communicating sustainability progress for fear of greenwashing accusations (so-called greenhushing). Has your company or brand ever been publicly confronted with **greenwashing accusations**, whether justified or not?

Has your company or brand ever consciously **refrained** from communicating progress in its own sustainability for fear of being confronted with greenwashing accusations?









In a country comparison, the differences are vast. For example, the proportion of companies that have already been publicly accused of greenwashing in most countries is around 20 to 30 percent. In France and the USA, this is even reported to be around

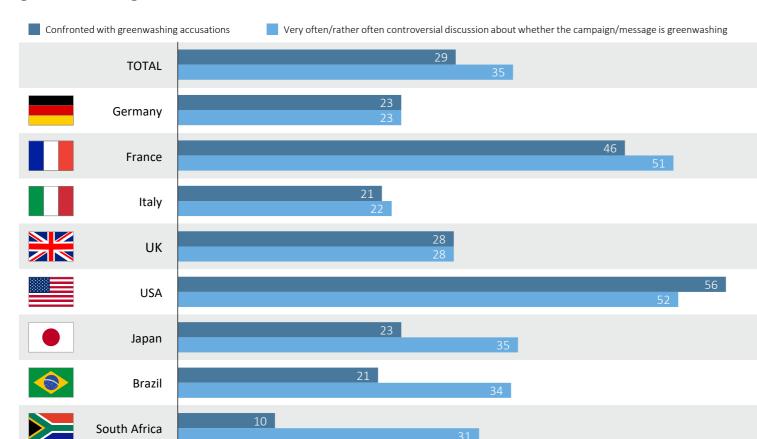
50%

Especially in the USA, the high risk also seems to lead increasingly to greenhushing.

BASE: all companies n=805 | Values in %, Survey period: April and May 2023, NIMpulse 2023-4, nim.org

When the responsible group of persons in your company decides whether to use sustainability-related messages in marketing campaigns or advertising material: How often is there a **controversial discussion** about whether the campaign/message on the advertising material is greenwashing or can be perceived as greenwashing? Has your company or brand ever been publicly confronted with **greenwashing accusations**, whether justified or not?







In the USA and France, the countries in which greenwashing accusations are made particularly frequently, decisionmakers also have by far the most controversial discussions about whether a green advertising message can be accused accordingly. The global average is



BASE: all companies n=805 | Values in %, Survey period: April and May 2023, NIMpulse 2023-4, nim.org

Nuremberg Institute for Market Decisions





The risk of being suspected of greenwashing seems to increase with proximity to the end customer. Retailers and service providers are more frequently confronted with such accusations than manufacturers. The higher the risk of coming under suspicion, the more difficult it is for companies to decide to use sustainability-related messages. This plus the fact that companies not infrequently refrain from using green messages shows the extent of the uncertainty surrounding this topic at present.

KEY INSIGHTS

 \rightarrow



Sustainability is a guiding factor in consumer behavior. Every second company addresses the customer's desire also through sustainability promises.

Consumers are willing to pay more for products that promise sustainability. This is an opportunity for companies to increase sales and thus cover additional costs related to sustainability.

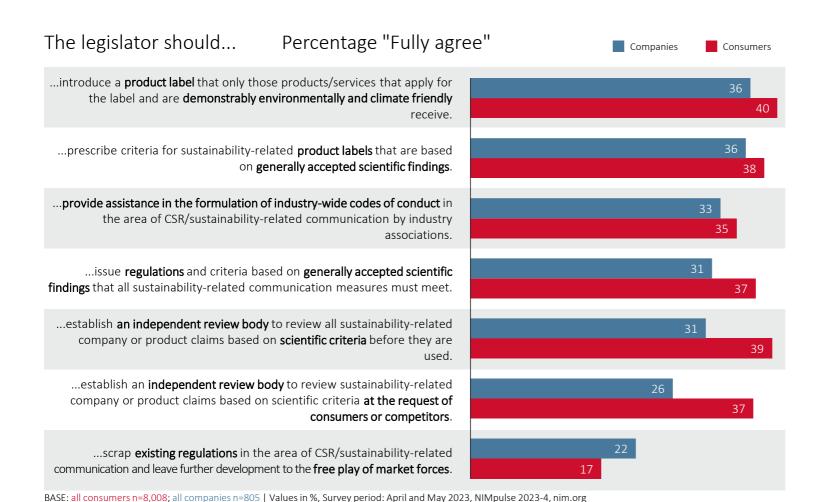
Consumers trust sustainability promises if the company advertising them is credible to them. Credibility can also be achieved through certifications, transparency and cooperation with external stakeholders.

Credibility is often called into question. One in three companies has already been confronted with greenwashing allegations. The associated risks weigh heavily: 7 out of 10 consumers turn away from such companies or brands.

Interest in sustainability is great. However, the potential for misunderstandings and accusations of fraud in sustainability promises is also great. To resolve this dilemma, consumers and companies want clear standards and legal requirements.

Legislators in many countries are currently pursuing the goal of establishing more sustainable activities and business practices in their economies. Sustainability promises made by companies/ brands also play a role in this. In each case, please tell us the extent to which you agree with the following statements about **regulatory ideas** for sustainability claims.







When asked about specific regulatory ideas, neither consumers nor companies state a clear preference. There is a tendency among companies to prefer supportive measures (such as product labels and assistance with industry standards) to more far-reaching measures such as **additional regulations** or **new inspection bodies**. Consumer's view the latter more positively. There is little support from either consumers or companies for abolishing existing regulations in the area of green communications.

Nuremberg Institute for Market Decisions





The figures can be interpreted as approval in principle of the European Commission's current green claims intention. If implemented effectively, the initiative could bring together consumer interests with opportunities for companies to serve them credibly. This could in turn give a boost to the transformation of the economy and society toward greater sustainability.

Sample of the consumer survey





Concept and questionnaire

Nürnberg Institut für Marktentscheidungen e. V.

Survey

GfK

Online Access Panels Quotation on age, gender, region



Sample 8,008

men and women aged from 16 – 59 resp. 69 years, representative of the (online) population in the 8 countries (see next page for details).

For the total value, the sample was extrapolated to the population per country.

	-
-	
_	
_	
_	
-	

Scope

8 questions,

mostly scaled, partly with filter guide

0	٠	۰	
٠	٠	٠	
Г			5

Period of the survey

April 25th, 2023 until May 11th, 2023

Number of demographic characteristics

10



Sample of the consumer survey in detail



		rmany 1,003	France n=1,000	Italy n=1,000	UK n=1,002	USA n=1,001	Brazil n=1,001	South Africa n=1,000	Japan n=1,001
Gender	Female 50 Male 50		51 49	50 50	50 50	50 50	50 50	51	50 50
	16-29 years 22 30-39 years 19 40-49 years 17		19	20 17 22	25 20 19	25 20 18	34 26 22	30	21 17 22
Age	50-59 years 23 60-69 years 19		20	23 18	20 16	19 17	18	14	21 19
Size of	1 person 25 2 persons 40		<u>23</u> 30	<u>13</u> 28	18 34	20 29	7 22	4	20 27
household	3 persons 18 4+ persons 17		21	27 32	20 28	22 29	31 39	22	26 27
Children under the age of 14 in HH	Yes 21 No 80		30 71	25 75	27 73	29 71	<u>48</u> 52		<u>18</u> 82
Occupation	Yes 68 No 32		62 38	62 38	67 34	57 43	72 28	73 27	69 31
Prima Education	ry/Secondary 46 Higher 24 University 29		26	12 55 33	18 40 41	29 38 34	4 41 54	40	34 20 46
L iving area _{Mixe}	Urban area 48 d urban-rural 25 Rural 27		44 26 30	56 26 19	47 37 16	45 36 20	88 9 3	68 24 8	32 32 36

Sample of the company survey





Concept and questionnaire

Nürnberg Institut für Marktentscheidungen e. V.

Survey

GfK

Telephone Interviews (CATI)

No quota system, but spread according to sectors and company size



Sample 805

companies with 50 and more employees in the manufacturing, services, retail sectors (selection by SIC codes, industries with focus on end customers).

Target persons in the company (screening): Persons responsible for end customer marketing.

_	
<u> </u>	
_	
<u> </u>	

Scope 11 questions,

partly scaled resp. with filter guide

Period of the survey

April 18th, 2023 until May 22nd, 2023

Number of characteristics in company statistics

8



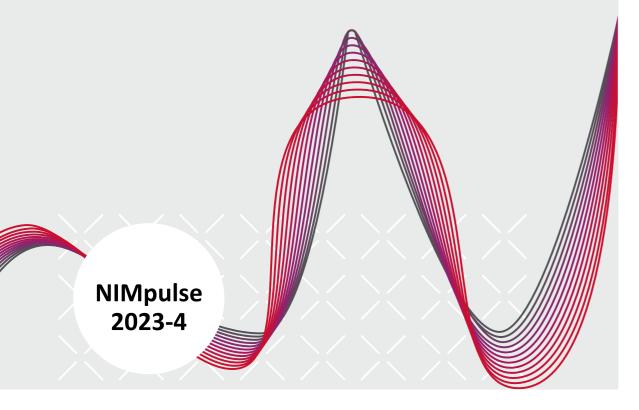
Sample of the company survey in detail



		_					
Germa	ny France	Italy	UK	USA	Brazil	South Africa	Japan
Company size		n=100	n=102	n=101	n=102	n=100	n=100
50-99 employees 42	51	57	48	48	58	59	46
100-249 employees 27	28	28	28	27	27	33	29
250 and more employees 31	21	15	24	26	16	8	25
Industry							
Manufacturer 34	40	43	26	18	48	53	39
Services 43	32	36	56	47	27	33	36
Retail 23	28	21	19	36	25	14	25
Position							
Head of Marketing 18	28	19	17	17	18	20	14
Head of Sales 21	21	17	19	14	23	16	25
Head of Marketing and Sales 11	15	18	15	20	15	14	15
Managing Director/CEO 12	10	16	21	14	10	14	18
Owner 3	8	9	2	7	10	13	6
Other senior executive 15	11	10	20	15	12	12	8
Other position 20	7	11	8	14	14	11	14
Company							
affiliation Up to 3 years 34	11	24	29	11	19	11	18
4-5 years 21	19	18	28	35	26	35	23
6-10 years 20	30	30	22	32	30	35	33
11 years and longer 25	40	28	21	23	25	19	25

BASE: all companies n=805 | Values in %, Survey period: April and May 2023, NIMpulse 2023-4, nim.org





Contact Tobias Biró

Research Communication Tel.: +49 911 951519-98 E-mail: <u>tobias.biro@nim.org</u>

www.nim.org

