

Raconteur



The state of
decision-making



Decision-making groups are getting bigger

Average



1-5 people



6-10 people



11-15 people



16+ people

6%

41%

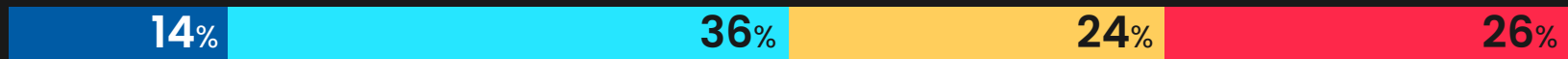
32%

21%

A study by CEB (now Gartner) in 2014 had the average at 5.4 people and in 2016 at 6.8.

● 1-5 people ● 6-10 people ● 11-15 people ● 16+ people

Managers



Heads of department



Directors



CXOs



There is more cross-department collaboration

The majority of business leaders influence decisions across at least

FOUR



product or service lines *outside* their immediate function

92%

of business leaders said regular communication and insights from other departments are key to aid decision-making



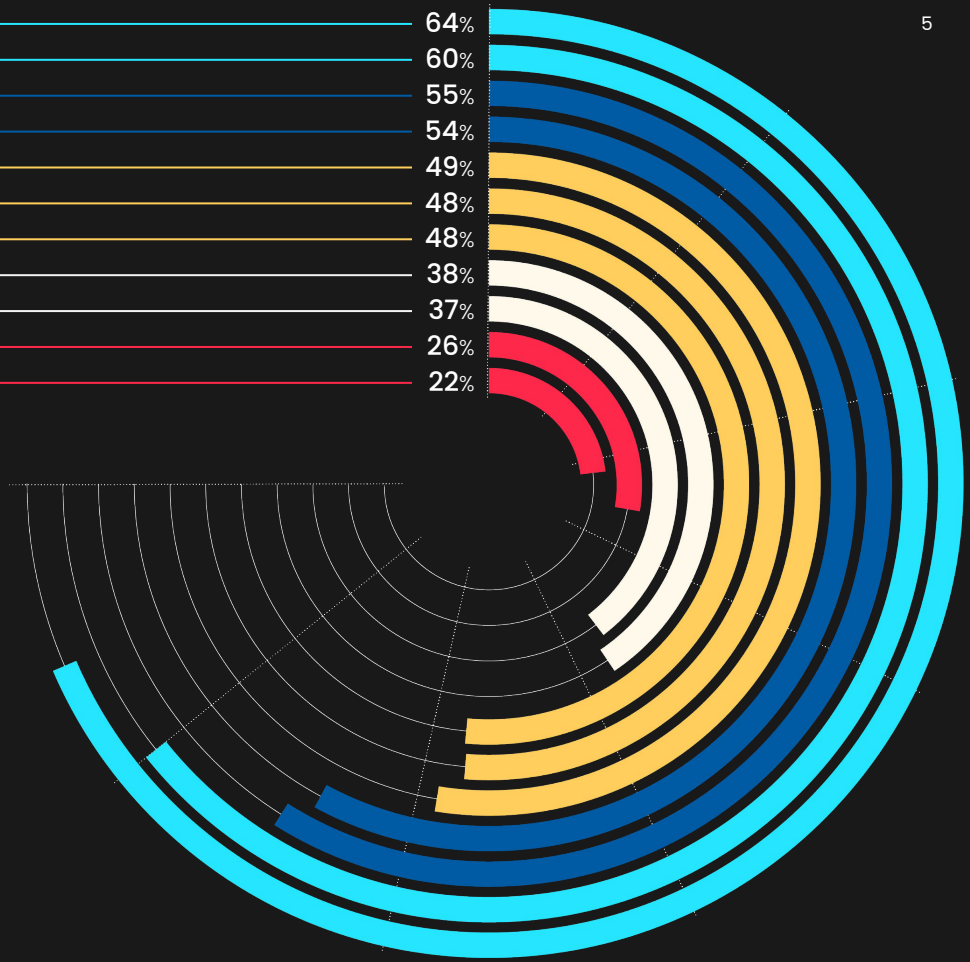
83%

of business leaders said they would benefit from a greater understanding of other business functions to aid decision-making



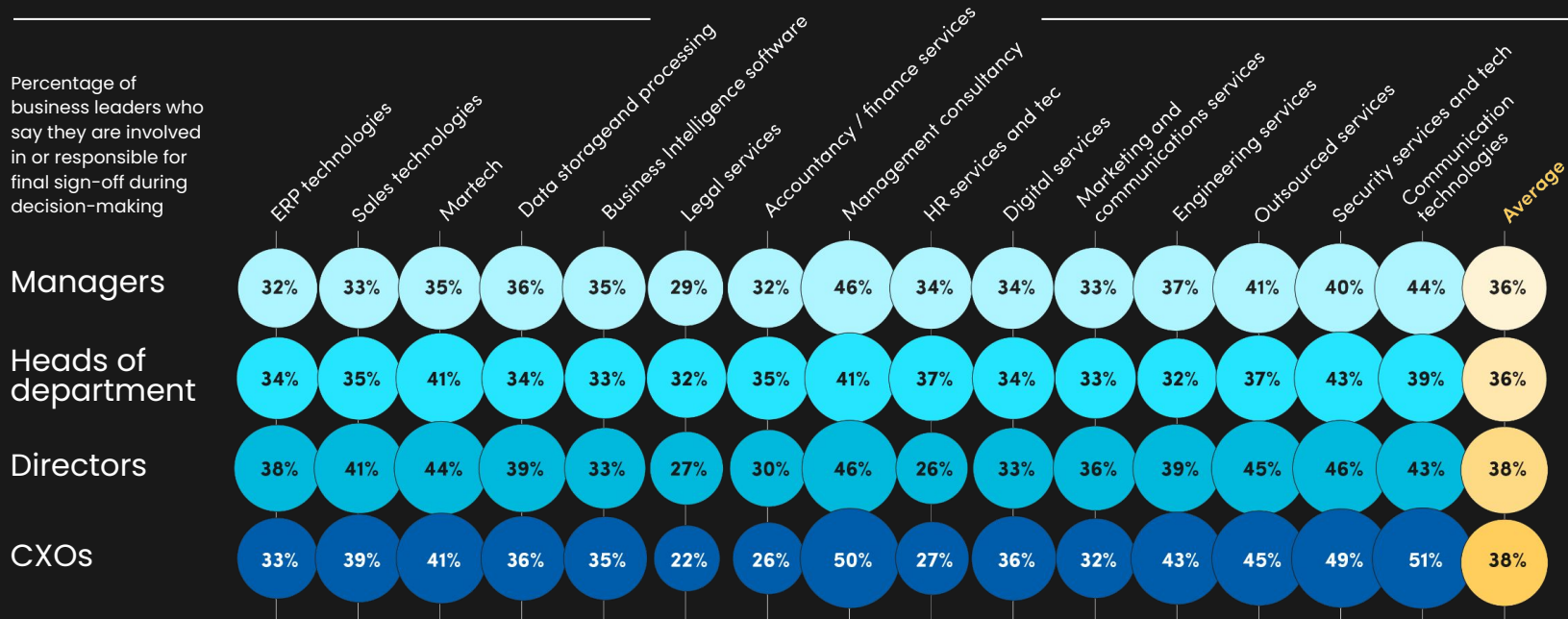
Finance	64%
Operations	60%
Sales	55%
IT	54%
HR	49%
Marketing	48%
Tech	48%
Legal	38%
Procurement	37%
CEO / MD	26%
PR & Comms	22%

The 'most collaborated with' functions



Decision-making is becoming more egalitarian

Percentage of business leaders who say they are involved in or responsible for final sign-off during decision-making



Panel discussion



Rob Gold

CEO, Merkle B2B



Paul Coxhill

CEO, WARC



James Davies

Marketing Solutions
Lead, Tech,
UK and EMEA, LinkedIn

Sarah Vizard

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CMO, BrightBid