RESULTS BY FIRM & INDUSTRY CHARACTERISTICS

August, 2011

Sponsoring Organizations

Director

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Topic 1: Marketplace Dynamics

Do you expect the following channel partner outcomes for your firm to increase, decrease, or have no change in the next 12 months?

53   Expected change in: Partner's purchase volume
55   Expected change in: Partner's price per unit
57   Expected change in: Partner will buy related products and services
59   Expected change in: My firm will deal directly with end customers, not through channel partners
61   Expected change in: Partner's level of power in our relationship

Topic 2: Firm Growth Strategies

63   Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the prior 12 months
65   Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the next 12 months
67   Allocate 100 points to reflect how your firm will grow during the next 12 months.
69   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: United States
71   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Canada
73   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Mexico
75   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: China
77   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Japan
79   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Korea
81   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: India
83   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Russia
85   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Eastern Europe
87   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Western Europe
89   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Brazil
91   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Middle East
93   Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Other
95   What percentage of your firm's sales is domestic? Through the internet?

Topic 3: Marketing Spending

97   Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area.
101   Expected change in spending for: Overall marketing
103   Expected change in spending for: Internet marketing
105   Expected change in spending for: Traditional advertising
107   Expected change in spending for: Brand building
109   Expected change in spending for: Customer relationship management
111   Expected change in spending for: New product introductions
113   Expected change in spending for: New service introductions
115   Expected change in spending for: Marketing (non-sales) hires
117   Expected change in spending for: Integrating what we know about marketing
119   Expected change in spending for: Developing knowledge about how to do marketing
121   Expected change in spending for: Marketing training
123   Expected change in spending for: Marketing research and intelligence
125   Expected change in spending for: Marketing consulting services
127   What percentage of your firm's overall budget does marketing currently account for?

Topic 4: Financial and Marketing Performance

Topic 5: Social Media

Topic 6: Marketing Jobs

Topic 7: Marketing Organization and Leadership

Appendix: Firm-level Descriptive Information

Topic 1: Marketplace Dynamics - Overall Economy and Company

Are you more or less optimistic about the U.S. economy compared to last quarter?

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
3=More	37	2	3	0	0	1	1	1	3	3	1	5	3
	14.9%	16.7%	23.1%	0.0%	0.0%	20.0%	4.0%	8.3%	14.3%	15.0%	10.0%	17.2%	21.4%
2=No Change	69	4	1	1	2	2	9	4	6	4	4	8	3
	27.7%	33.3%	7.7%	33.3%	50.0%	40.0%	36.0%	33.3%	28.6%	20.0%	40.0%	27.6%	21.4%
1=Less	143	6	9	2	2	2	15	7	12	13	5	16	8
	57.4%	50.0%	69.2%	66.7%	50.0%	40.0%	60.0%	58.3%	57.1%	65.0%	50.0%	55.2%	57.1%
Mean	1.6	1.7	1.5	1.3	1.5	1.8	1.4	1.5	1.6	1.5	1.6	1.6	1.6
SD	0.7	0.8	0.9	0.6	0.6	0.8	0.6	0.7	0.7	0.8	0.7	0.8	0.8

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Overall Economy and Company

Are you more or less optimistic about the U.S. economy compared to last quarter?

N=249	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
3=More	4	13	5	8	10	4	4	0	1	2	12	5	4
	6.5%	16.7%	15.2%	22.9%	15.9%	17.4%	14.3%	0.0%	4.5%	11.8%	13.6%	11.6%	13.3%
	d			a									
2=No Change	20	19	9	8	18	5	7	5	6	7	25	17	6
	32.3%	24.4%	27.3%	22.9%	28.6%	21.7%	25.0%	45.5%	27.3%	41.2%	28.4%	39.5%	20.0%
1=Less	38	46	19	19	35	14	17	6	15	8	51	21	20
	61.3%	59.0%	57.6%	54.3%	55.6%	60.9%	60.7%	54.5%	68.2%	47.1%	58.0%	48.8%	66.7%
Mean	1.5	1.6	1.6	1.7	1.6	1.6	1.5	1.5	1.4	1.6	1.6	1.6	1.5
SD	0.6	0.8	0.8	0.8	0.8	0.8	0.7	0.5	0.6	0.7	0.7	0.7	0.7

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Topic 1: Marketplace Dynamics - Overall Economy and Company

Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	249	12	13	3	4	5	25	12	21	20	10	29	14
Percent	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
Optimism rating	247	12	12	3	4	5	25	12	21	20	10	29	13
	52.2	52.8	45.0	38.3	60.0	50.0	53.2	52.9	51.1	53.1	56.3	57.0	41.9
	18.3	19.0	23.9	20.2	12.2	17.3	11.2	18.1	17.3	13.8	13.2	15.7	23.4
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Percent	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
Optimism rating	61	77	33	35	62	23	28	11	22	17	87	43	30
	48.0	54.5	53.1	53.3	51.1	55.6	48.0	53.0	53.5	51.9	50.8	54.4	51.8
	18.0	16.8	18.6	19.1	17.5	17.4	15.4	13.2	14.2	22.5	17.4	14.5	19.0
	b	a											

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Overall Economy and Company

Are you more or less optimistic about your own company compared to last quarter?

N=249	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
3=More	95 39.3%	4 33.3%	4 30.8%	0 0.0%	2 50.0%	3 60.0%	5 20.8% h	6 50.0%	12 60.0% f	6 33.3%	3 30.0%	13 46.4%	7 50.0%
2=No Change	87 36.0%	6 50.0% h	6 46.2% h	1 33.3%	0 0.0%	2 40.0%	11 45.8% h	4 33.3%	2 10.0% abfijk	8 44.4% h	5 50.0% h	10 35.7% h	5 35.7%
1=Less	60 24.8%	2 16.7%	3 23.1%	2 66.7%	2 50.0%	0 0.0%	8 33.3%	2 16.7%	6 30.0%	4 22.2%	2 20.0%	5 17.9%	2 14.3%
Mean SD	2.1 0.8	2.2 0.7	2.1 0.8	1.3 0.6 ekl	2.0 1.2	2.6 0.5 cf	1.9 0.7 e	2.3 0.8	2.3 0.9	2.1 0.8	2.1 0.7	2.3 0.8 c	2.4 0.7 c

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Overall Economy and Company

Are you more or less optimistic about your own company compared to last quarter?

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
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3=More	17	31	15	17	33	4	5	6	8	6	30	20	12
	28.8%	40.3%	48.4%	48.6%	53.2%	17.4%	20.0%	54.5%	36.4%	37.5%	35.7%	47.6%	40.0%
					BC	Ad	Ad	bc					
2=No Change	24	30	9	10	19	14	11	4	5	8	31	15	12
	40.7%	39.0%	29.0%	28.6%	30.6%	60.9%	44.0%	36.4%	22.7%	50.0%	36.9%	35.7%	40.0%
					b	ae			b				
1=Less	18	16	7	8	10	5	9	1	9	2	23	7	6
	30.5%	20.8%	22.6%	22.9%	16.1%	21.7%	36.0%	9.1%	40.9%	12.5%	27.4%	16.7%	20.0%
					ce		a		a				
Mean	2.0	2.2	2.3	2.3	2.4	2.0	1.8	2.5	2.0	2.3	2.1	2.3	2.2
SD	0.8	0.8	0.8	0.8	0.8	0.6	0.7	0.7	0.9	0.7	0.8	0.7	0.8
					bCe	ad	Ad	bc	a				

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Topic 1: Marketplace Dynamics - Overall Economy and Company

Rate your optimism about your company on a scale from 0-100 with 0 being the least optimistic.

N=249 Number Mean SD	Total		Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	249	12	13	3	4	5	25	12	21	20	10	29	14
Percent	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
Optimism rating	248	12	13	3	4	5	25	12	21	20	10	29	13
	69.8	67.3	65.4	50.0	77.5	70.0	65.7	69.6	72.9	68.8	72.4	74.5	67.3
	19.4	16.1	20.8	26.5	21.8	24.2	20.2	17.0	23.3	16.5	16.8	20.0	20.5

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Topic 1: Marketplace Dynamics - Overall Economy and Company

Rate your optimism about your company on a scale from 0-100 with 0 being the least optimistic.

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Number	62	78	33	35	63	23	28	11	22	17	88	43	30
Percent	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
Optimism rating	62	77	33	35	62	23	28	11	22	17	87	43	30
	65.2	74.1	67.8	70.7	69.5	68.7	65.3	73.5	70.0	73.4	67.0	73.3	69.1
	19.9	18.7	22.3	19.5	20.3	17.1	22.1	19.0	18.5	18.3	20.3	17.9	20.5
	B	A											

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

Are you more or less optimistic about your prospects for revenue growth compared to the prior 12 months?

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
3=More	128	6	5	1	2	3	11	7	15	7	4	18	7
	51.4%	50.0%	38.5%	33.3%	50.0%	60.0%	44.0%	58.3%	71.4%	35.0%	40.0%	62.1%	50.0%
									i	h			
2=No Change	64	3	4	1	1	2	7	4	3	6	5	7	5
	25.7%	25.0%	30.8%	33.3%	25.0%	40.0%	28.0%	33.3%	14.3%	30.0%	50.0%	24.1%	35.7%
									j		h		
1=Less	57	3	4	1	1	0	7	1	3	7	1	4	2
	22.9%	25.0%	30.8%	33.3%	25.0%	0.0%	28.0%	8.3%	14.3%	35.0%	10.0%	13.8%	14.3%
Mean	2.3	2.3	2.1	2.0	2.3	2.6	2.2	2.5	2.6	2.0	2.3	2.5	2.4
SD	0.8	0.9	0.9	1.0	1.0	0.5	0.9	0.7	0.7	0.9	0.7	0.7	0.7
									i	hk		i	

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Topic 1: Marketplace Dynamics - Customers

Are you more or less optimistic about your prospects for revenue growth compared to the prior 12 months?

N=249	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
3=More	30 48.4%	43 55.1%	17 51.5%	18 51.4%	41 65.1% ceF	11 47.8%	10 35.7% ad	9 81.8% ceF	8 36.4% ad	4 23.5% AD	46 52.3%	22 51.2%	14 46.7%
2=No Change	18 29.0%	19 24.4%	11 33.3%	8 22.9%	13 20.6% F	8 34.8%	11 39.3%	1 9.1% f	6 27.3%	10 58.8% Ad	26 29.5%	11 25.6%	10 33.3%
1=Less	14 22.6%	16 20.5%	5 15.2%	9 25.7%	9 14.3% e	4 17.4%	7 25.0%	1 9.1%	8 36.4% a	3 17.6%	16 18.2%	10 23.3%	6 20.0%
Mean	2.3	2.3	2.4	2.3	2.5	2.3	2.1	2.7	2.0	2.1	2.3	2.3	2.3
SD	0.8	0.8	0.7	0.9	0.7 cEf	0.8	0.8 ad	0.6 cef	0.9 Ad	0.7 ad	0.8	0.8	0.8

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

Rate your optimism about your prospects for sales revenue growth on a scale from 0-100 with 0 being the least optimistic.

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	249	12	13	3	4	5	25	12	21	20	10	29	14
Percent	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
Optimism rating	247	12	13	3	4	5	25	12	21	20	10	29	14
	67.8	67.9	65.7	48.3	75.0	70.0	64.9	70.0	74.4	63.0	72.0	68.8	67.9
	20.0	15.4	24.5	20.2	16.8	14.6	19.9	17.8	20.9	18.5	18.1	18.7	25.8

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Topic 1: Marketplace Dynamics - Customers

Rate your optimism about your prospects for sales revenue growth on a scale from 0-100 with 0 being the least optimistic.

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
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Optimism rating	62	78	33	34	63	23	28	11	22	17	88	43	30
	66.5	71.6	67.9	63.8	69.7	69.5	64.6	72.2	62.5	71.8	66.6	70.5	68.3
	20.5	18.8	20.6	23.0	20.2	16.6	24.2	14.2	19.4	15.9	20.0	18.1	22.2

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: Customer's purchase volume

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
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3=More	140	6	7	2	2	4	11	8	14	10	8	14	8
	56.2%	50.0%	53.8%	66.7%	50.0%	80.0%	44.0%	66.7%	66.7%	50.0%	80.0%	48.3%	57.1%
2=No Change	67	3	3	0	1	1	8	2	5	6	2	11	5
	26.9%	25.0%	23.1%	0.0%	25.0%	20.0%	32.0%	16.7%	23.8%	30.0%	20.0%	37.9%	35.7%
1=Less	42	3	3	1	1	0	6	2	2	4	0	4	1
	16.9%	25.0%	23.1%	33.3%	25.0%	0.0%	24.0%	16.7%	9.5%	20.0%	0.0%	13.8%	7.1%
Mean	2.4	2.3	2.3	2.3	2.3	2.8	2.2	2.5	2.6	2.3	2.8	2.3	2.5
SD	0.8	0.9	0.9	1.2	1.0	0.4	0.8	0.8	0.7	0.8	0.4	0.7	0.7
							j					f	

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Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: Customer's purchase volume

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
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	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
3=More	33	40	22	20	41	10	14	8	13	6	45	26	18
	53.2%	51.3%	66.7%	57.1%	65.1%	43.5%	50.0%	72.7%	59.1%	35.3%	51.1%	60.5%	60.0%
					f					a			
2=No Change	15	24	7	13	19	7	8	2	4	7	27	12	8
	24.2%	30.8%	21.2%	37.1%	30.2%	30.4%	28.6%	18.2%	18.2%	41.2%	30.7%	27.9%	26.7%
1=Less	14	14	4	2	3	6	6	1	5	4	16	5	4
	22.6%	17.9%	12.1%	5.7%	4.8%	26.1%	21.4%	9.1%	22.7%	23.5%	18.2%	11.6%	13.3%
	d			a	Bcef	A	a		a	a			
Mean	2.3	2.3	2.5	2.5	2.6	2.2	2.3	2.6	2.4	2.1	2.3	2.5	2.5
SD	0.8	0.8	0.7	0.6	0.6	0.8	0.8	0.7	0.8	0.8	0.8	0.7	0.7
					BcF	A	a			A			

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: Customer's price per unit

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
3=More	81	7	3	0	1	2	11	7	4	6	5	8	3
	32.5%	58.3%	23.1%	0.0%	25.0%	40.0%	44.0%	58.3%	19.0%	30.0%	50.0%	27.6%	21.4%
		h						h	ag				
2=No Change	104	4	5	1	3	2	6	4	14	11	4	15	6
	41.8%	33.3%	38.5%	33.3%	75.0%	40.0%	24.0%	33.3%	66.7%	55.0%	40.0%	51.7%	42.9%
							Hik		F	f		f	
1=Less	64	1	5	2	0	1	8	1	3	3	1	6	5
	25.7%	8.3%	38.5%	66.7%	0.0%	20.0%	32.0%	8.3%	14.3%	15.0%	10.0%	20.7%	35.7%
		c		agh				c	c				
Mean	2.1	2.5	1.8	1.3	2.3	2.2	2.1	2.5	2.0	2.2	2.4	2.1	1.9
SD	0.8	0.7	0.8	0.6	0.5	0.8	0.9	0.7	0.6	0.7	0.7	0.7	0.8
		bcl	ag	agj				bcl			c		ag

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: Customer's price per unit

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
3=More	23	22	15	13	17	6	12	3	10	6	27	15	11
	37.1%	28.2%	45.5%	37.1%	27.0%	26.1%	42.9%	27.3%	45.5%	35.3%	30.7%	34.9%	36.7%
2=No Change	20	39	12	17	32	12	11	6	6	7	37	21	15
	32.3%	50.0%	36.4%	48.6%	50.8%	52.2%	39.3%	54.5%	27.3%	41.2%	42.0%	48.8%	50.0%
	b	a											
1=Less	19	17	6	5	14	5	5	2	6	4	24	7	4
	30.6%	21.8%	18.2%	14.3%	22.2%	21.7%	17.9%	18.2%	27.3%	23.5%	27.3%	16.3%	13.3%
Mean	2.1	2.1	2.3	2.2	2.0	2.0	2.3	2.1	2.2	2.1	2.0	2.2	2.2
SD	0.8	0.7	0.8	0.7	0.7	0.7	0.8	0.7	0.9	0.8	0.8	0.7	0.7

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: Customer will buy related products/services from my firm

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
3=More	128 51.6%	4 33.3% gk	6 46.2%	0 0.0% gk	2 50.0%	4 80.0%	13 52.0%	10 83.3% aci	13 61.9%	7 35.0% gk	6 60.0%	21 72.4% aci	7 50.0%
2=No Change	100 40.3%	7 58.3% gk	6 46.2%	3 100.0% ghk	1 25.0%	1 20.0%	11 44.0%	2 16.7% aci	7 33.3% c	12 60.0% gk	4 40.0%	7 24.1% aci	6 42.9%
1=Less	20 8.1%	1 8.3%	1 7.7%	0 0.0%	1 25.0%	0 0.0%	1 4.0%	0 0.0%	1 4.8%	1 5.0%	0 0.0%	1 3.4%	1 7.1%
Mean	2.4	2.3	2.4	2.0	2.3	2.8	2.5	2.8	2.6	2.3	2.6	2.7	2.4
SD	0.6	0.6 gk	0.7 g	0.0	1.0	0.4	0.6	0.4 abI	0.6	0.6 Gk	0.5	0.5 ai	0.6

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: Customer will buy related products/services from my firm

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
3=More	30 48.4%	45 57.7%	18 56.3%	18 51.4%	39 61.9% B	6 26.1% Ade	15 53.6%	8 72.7% b	13 59.1% b	9 52.9%	44 50.0%	27 62.8%	17 56.7%
2=No Change	27 43.5%	26 33.3%	13 40.6%	17 48.6%	23 36.5% b	14 60.9% a	11 39.3%	3 27.3%	7 31.8%	8 47.1%	39 44.3%	14 32.6%	12 40.0%
1=Less	5 8.1%	7 9.0%	1 3.1%	0 0.0%	1 1.6% b	3 13.0% a	2 7.1%	0 0.0%	2 9.1%	0 0.0%	5 5.7%	2 4.7%	1 3.3%
Mean SD	2.4 0.6	2.5 0.7	2.5 0.6	2.5 0.5	2.6 0.5 B	2.1 0.6 ADf	2.5 0.6	2.7 0.5 B	2.5 0.7	2.5 0.5 b	2.4 0.6	2.6 0.6	2.5 0.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: My firm's ability to retain current customers

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
3=More	103	4	5	0	3	3	11	8	10	8	2	11	7
	41.4%	33.3%	38.5%	0.0%	75.0%	60.0%	44.0%	66.7% j	47.6%	40.0%	20.0% g	37.9%	50.0%
2=No Change	121	6	7	3	0	2	12	3	8	9	8	18	6
	48.6%	50.0%	53.8%	100.0% dg	0.0% cjk	40.0%	48.0%	25.0% cjk	38.1% j	45.0%	80.0% dgh	62.1% dg	42.9%
1=Less	25	2	1	0	1	0	2	1	3	3	0	0	1
	10.0%	16.7% k	7.7%	0.0%	25.0% k	0.0%	8.0%	8.3%	14.3% k	15.0% k	0.0%	0.0% adhi	7.1%
Mean	2.3	2.2	2.3	2.0	2.5	2.6	2.4	2.6	2.3	2.3	2.2	2.4	2.4
SD	0.6	0.7	0.6	0.0	1.0	0.5	0.6	0.7	0.7	0.7	0.4	0.5	0.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: My firm's ability to retain current customers

N=249	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
3=More	25	34	18	12	29	4	12	6	11	7	35	21	11
	40.3%	43.6%	54.5%	34.3%	46.0%	17.4%	42.9%	54.5%	50.0%	41.2%	39.8%	48.8%	36.7%
					b	ade		b	b				
2=No Change	31	35	13	22	32	15	13	4	8	9	47	18	16
	50.0%	44.9%	39.4%	62.9%	50.8%	65.2%	46.4%	36.4%	36.4%	52.9%	53.4%	41.9%	53.3%
1=Less	6	9	2	1	2	4	3	1	3	1	6	4	3
	9.7%	11.5%	6.1%	2.9%	3.2%	17.4%	10.7%	9.1%	13.6%	5.9%	6.8%	9.3%	10.0%
					b	a							
Mean	2.3	2.3	2.5	2.3	2.4	2.0	2.3	2.5	2.4	2.4	2.3	2.4	2.3
SD	0.6	0.7	0.6	0.5	0.6	0.6	0.7	0.7	0.7	0.6	0.6	0.7	0.6
					B	A							

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: The entry of new customers into this market

N=249	Total		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Industry Sector												
Total	168		12	13	3	4	5	25	12	21	20	10	29	14
	100.0%		7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
3=More	96		4	4	1	2	0	4	6	14	8	5	16	5
	38.7%		33.3%	30.8% h	33.3%	50.0%	0.0% hk	16.0% gHjK	50.0% f	66.7% beF	40.0%	50.0% f	55.2% eF	35.7%
2=No Change	95		4	4	1	1	4	19	4	5	7	4	8	6
	38.3%		33.3% f	30.8% f	33.3%	25.0%	80.0% hk	76.0% abgHIKl	33.3% f	23.8% eF	35.0% F	40.0%	27.6% eF	42.9% f
1=Less	57		4	5	1	1	1	2	2	2	5	1	5	3
	23.0%		33.3%	38.5% f	33.3%	25.0%	20.0%	8.0% b	16.7%	9.5%	25.0%	10.0%	17.2%	21.4%
Mean	2.2		2.0	1.9	2.0	2.3	1.8	2.1	2.3	2.6	2.2	2.4	2.4	2.1
SD	0.8		0.9 h	0.9 h	1.0	1.0	0.4 h	0.5 H	0.8	0.7 abeF	0.8	0.7	0.8	0.8

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

Focusing on this market, do you expect the following customer outcome in the next 12 months: The entry of new customers into this market

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
3=More	13	35	16	14	35	7	11	6	5	4	35	23	10
	21.0%	44.9%	48.5%	41.2%	55.6%	30.4%	39.3%	54.5%	22.7%	23.5%	39.8%	53.5%	33.3%
	BCd	A	A	a	bEf	a			A	a			
2=No Change	34	24	12	14	19	9	11	4	13	9	34	15	12
	54.8%	30.8%	36.4%	41.2%	30.2%	39.1%	39.3%	36.4%	59.1%	52.9%	38.6%	34.9%	40.0%
	B	A			e				a				
1=Less	15	19	5	6	9	7	6	1	4	4	19	5	8
	24.2%	24.4%	15.2%	17.6%	14.3%	30.4%	21.4%	9.1%	18.2%	23.5%	21.6%	11.6%	26.7%
Mean	2.0	2.2	2.3	2.2	2.4	2.0	2.2	2.5	2.0	2.0	2.2	2.4	2.1
SD	0.7	0.8	0.7	0.7	0.7	0.8	0.8	0.7	0.7	0.7	0.8	0.7	0.8
	c		a		bef	a			a	a		c	b

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

23

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Low Price

N=249

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=1st Priority	60	2	4	1	2	2	8	3	5	3	1	5	4
	45.5%	33.3%	50.0%	33.3%	66.7%	50.0%	50.0%	37.5%	55.6%	25.0%	20.0%	50.0%	57.1%
2=2nd Priority	29	0	2	2	1	0	5	0	2	4	2	3	0
	22.0%	0.0%	25.0%	66.7% gl	33.3%	0.0%	31.3%	0.0% c	22.2%	33.3%	40.0%	30.0%	0.0% c
3=3rd Priority	43	4	2	0	0	2	3	5	2	5	2	2	3
	32.6%	66.7% f	25.0%	0.0%	0.0%	50.0%	18.8% ag	62.5% f	22.2%	41.7%	40.0%	20.0%	42.9%
Mean	1.9	2.3	1.8	1.7	1.3	2.0	1.7	2.3	1.7	2.2	2.2	1.7	1.9
SD	0.9	1.0	0.9	0.6	0.6	1.2	0.8	1.0	0.9	0.8	0.8	0.8	1.1

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Low Price

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=1st Priority	17 43.6%	20 51.3%	6 37.5%	9 56.3%	12 41.4%	11 64.7%	5 31.3%	1 20.0%	5 45.5%	5 41.7%	24 49.0%	9 40.9%	6 37.5%
2=2nd Priority	7 17.9%	10 25.6%	3 18.8%	4 25.0%	7 24.1%	4 23.5%	2 12.5%	1 20.0%	3 27.3%	4 33.3%	11 22.4%	6 27.3%	3 18.8%
3=3rd Priority	15 38.5%	9 23.1%	7 43.8%	3 18.8%	10 34.5%	2 11.8% cd	9 56.3% b	3 60.0% b	3 27.3%	3 25.0%	14 28.6%	7 31.8%	7 43.8%
Mean	1.9	1.7	2.1	1.6	1.9	1.5	2.3	2.4	1.8	1.8	1.8	1.9	2.1
SD	0.9	0.8	0.9	0.8	0.9	0.7 cd	0.9 b	0.9 b	0.9	0.8	0.9	0.9	0.9

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior Product Quality

N=249

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=1st Priority	60	1	4	1	1	1	5	2	6	1	7	7	4
	37.0%	14.3%	50.0%	50.0%	100.0%	33.3%	29.4%	40.0%	33.3%	14.3%	87.5%	30.4%	33.3%
		j					j		j	j	afhiKl	J	j
2=2nd Priority	59	6	3	0	0	2	10	3	5	4	1	9	4
	36.4%	85.7%	37.5%	0.0%	0.0%	66.7%	58.8%	60.0%	27.8%	57.1%	12.5%	39.1%	33.3%
		hjkl					j		a		af	a	a
3=3rd Priority	43	0	1	1	0	0	2	0	7	2	0	7	4
	26.5%	0.0%	12.5%	50.0%	0.0%	0.0%	11.8%	0.0%	38.9%	28.6%	0.0%	30.4%	33.3%
Mean	1.9	1.9	1.6	2.0	1.0	1.7	1.8	1.6	2.1	2.1	1.1	2.0	2.0
SD	0.8	0.4	0.7	1.4	0.0	0.6	0.6	0.5	0.9	0.7	0.4	0.8	0.9
		J					J		J	J	AFHIKl	J	j

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior Product Quality

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st Priority	14	17	11	7	18	3	11	1	4	1	17	9	11
	33.3%	32.7%	50.0%	38.9%	39.1%	20.0%	55.0%	14.3%	36.4%	11.1%	27.9%	34.6%	55.0%
						c	bf			c	c		a
2=2nd Priority	21	16	9	7	17	7	7	5	6	6	30	10	6
	50.0%	30.8%	40.9%	38.9%	37.0%	46.7%	35.0%	71.4%	54.5%	66.7%	49.2%	38.5%	30.0%
3=3rd Priority	7	19	2	4	11	5	2	1	1	2	14	7	3
	16.7%	36.5%	9.1%	22.2%	23.9%	33.3%	10.0%	14.3%	9.1%	22.2%	23.0%	26.9%	15.0%
	b	ac	b										
Mean	1.8	2.0	1.6	1.8	1.8	2.1	1.6	2.0	1.7	2.1	2.0	1.9	1.6
SD	0.7	0.8	0.7	0.8	0.8	0.7	0.7	0.6	0.6	0.6	0.7	0.8	0.8
		c	b				c	bf		c			

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior Innovation

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=1st Priority	34	2	3	0	0	0	4	1	4	2	0	3	3
	43.0%	25.0%	60.0%	0.0%	0.0%	0.0%	40.0%	50.0%	36.4%	100.0%	0.0%	33.3%	100.0%
2=2nd Priority	22	3	1	0	1	0	1	0	3	0	0	3	0
	27.8%	37.5%	20.0%	0.0%	50.0%	0.0%	10.0%	0.0%	27.3%	0.0%	0.0%	33.3%	0.0%
3=3rd Priority	23	3	1	1	1	0	5	1	4	0	0	3	0
	29.1%	37.5%	20.0%	100.0%	50.0%	0.0%	50.0%	50.0%	36.4%	0.0%	0.0%	33.3%	0.0%
Mean	1.9	2.1	1.6	3.0	2.5	---	2.1	2.0	2.0	1.0	---	2.0	1.0
SD	0.8	0.8	0.9	0.0	0.7	---	1.0	1.4	0.9	0.0	---	0.9	0.0

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior Innovation

N=249	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=1st Priority	12 44.4%	8 40.0%	5 38.5%	2 28.6%	9 40.9%	2 25.0%	2 40.0%	3 75.0%	3 42.9%	3 42.9%	12 42.9%	7 43.8%	3 37.5%
2=2nd Priority	7 25.9%	7 35.0%	3 23.1%	2 28.6%	4 18.2%	3 37.5%	2 40.0%	0 0.0%	2 28.6%	1 14.3%	5 17.9%	3 18.8%	3 37.5%
3=3rd Priority	8 29.6%	5 25.0%	5 38.5%	3 42.9%	9 40.9%	3 37.5%	1 20.0%	1 25.0%	2 28.6%	3 42.9%	11 39.3%	6 37.5%	2 25.0%
Mean	1.9	1.9	2.0	2.1	2.0	2.1	1.8	1.5	1.9	2.0	2.0	1.9	1.9
SD	0.9	0.8	0.9	0.9	0.9	0.8	0.8	1.0	0.9	1.0	0.9	0.9	0.8

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Excellent Service

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=1st Priority	34	0	0	1	1	1	3	4	3	4	0	5	1
	19.5%	0.0%	0.0%	50.0%	33.3%	25.0%	14.3%	40.0%	21.4%	28.6%	0.0%	22.7%	12.5%
			cg	b				b					
2=2nd Priority	82	3	5	1	2	2	7	5	8	5	4	7	5
	47.1%	60.0%	50.0%	50.0%	66.7%	50.0%	33.3%	50.0%	57.1%	35.7%	57.1%	31.8%	62.5%
3=3rd Priority	58	2	5	0	0	1	11	1	3	5	3	10	2
	33.3%	40.0%	50.0%	0.0%	0.0%	25.0%	52.4%	10.0%	21.4%	35.7%	42.9%	45.5%	25.0%
							g	f					
Mean	2.1	2.4	2.5	1.5	1.7	2.0	2.4	1.7	2.0	2.1	2.4	2.2	2.1
SD	0.7	0.5	0.5	0.7	0.6	0.8	0.7	0.7	0.7	0.8	0.5	0.8	0.6
			cdG	b	b		g	Bfj				g	

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Excellent Service

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st Priority	7	14	2	5	7	2	1	5	3	4	15	2	6
	18.4%	22.2%	10.0%	18.5%	14.6%	12.5%	6.3%	55.6%	16.7%	40.0%	23.8%	7.4%	23.1%
					D	d	df	Abce	d	c			
2=2nd Priority	13	29	11	12	25	8	6	3	6	3	26	16	10
	34.2%	46.0%	55.0%	44.4%	52.1%	50.0%	37.5%	33.3%	33.3%	30.0%	41.3%	59.3%	38.5%
3=3rd Priority	18	20	7	10	16	6	9	1	9	3	22	9	10
	47.4%	31.7%	35.0%	37.0%	33.3%	37.5%	56.3%	11.1%	50.0%	30.0%	34.9%	33.3%	38.5%
							d	c					
Mean	2.3	2.1	2.3	2.2	2.2	2.3	2.5	1.6	2.3	1.9	2.1	2.3	2.2
SD	0.8	0.7	0.6	0.7	0.7	0.7	0.6	0.7	0.8	0.9	0.8	0.6	0.8
					d	d	D	abCe	d				

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Trusting Relationship

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=1st Priority	48	3	2	0	0	1	3	2	4	10	2	8	2
	32.7%	60.0%	25.0%	0.0%	0.0%	33.3%	37.5%	22.2%	33.3%	52.6%	33.3%	40.0%	22.2%
2=2nd Priority	45	0	2	0	0	1	2	3	3	6	2	7	3
	30.6%	0.0%	25.0%	0.0%	0.0%	33.3%	25.0%	33.3%	25.0%	31.6%	33.3%	35.0%	33.3%
3=3rd Priority	54	2	4	1	2	1	3	4	5	3	2	5	4
	36.7%	40.0%	50.0%	100.0%	100.0%	33.3%	37.5%	44.4%	41.7%	15.8%	33.3%	25.0%	44.4%
					ik					d		d	
Mean	2.0	1.8	2.3	3.0	3.0	2.0	2.0	2.2	2.1	1.6	2.0	1.9	2.2
SD	0.8	1.1	0.9	0.0	0.0	1.0	0.9	0.8	0.9	0.8	0.9	0.8	0.8

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Trusting Relationship

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st Priority	7	18	6	11	16	5	6	3	5	2	19	13	3
	21.9%	36.0%	46.2%	40.7%	40.0%	50.0%	33.3%	33.3%	35.7%	28.6%	34.5%	50.0%	18.8%
												c	b
2=2nd Priority	12	15	2	8	10	1	8	3	4	2	16	6	7
	37.5%	30.0%	15.4%	29.6%	25.0%	10.0%	44.4%	33.3%	28.6%	28.6%	29.1%	23.1%	43.8%
3=3rd Priority	13	17	5	8	14	4	4	3	5	3	20	7	6
	40.6%	34.0%	38.5%	29.6%	35.0%	40.0%	22.2%	33.3%	35.7%	42.9%	36.4%	26.9%	37.5%
Mean	2.2	2.0	1.9	1.9	2.0	1.9	1.9	2.0	2.0	2.1	2.0	1.8	2.2
SD	0.8	0.8	1.0	0.8	0.9	1.0	0.8	0.9	0.9	0.9	0.8	0.9	0.8

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Brand

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=1st Priority	17	5	1	0	0	0	2	1	0	0	0	1	0
	26.6%	62.5%	33.3%	0.0%	0.0%	0.0%	66.7%	25.0%	0.0%	0.0%	0.0%	33.3%	0.0%
		i								a			
2=2nd Priority	15	1	1	0	0	0	0	2	0	1	1	0	2
	23.4%	12.5%	33.3%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	16.7%	25.0%	0.0%	66.7%
3=3rd Priority	32	2	1	0	1	1	1	1	1	5	3	2	1
	50.0%	25.0%	33.3%	0.0%	100.0%	100.0%	33.3%	25.0%	100.0%	83.3%	75.0%	66.7%	33.3%
Mean	2.2	1.6	2.0	---	3.0	3.0	1.7	2.0	3.0	2.8	2.8	2.3	2.3
SD	0.8	0.9	1.0	---	0.0	0.0	1.2	0.8	0.0	0.4	0.5	1.2	0.6
		ij								a	a		

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Brand

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st Priority	6	2	4	2	2	1	3	0	2	2	3	4	2
	54.5%	16.7%	21.1%	16.7%	33.3%	20.0%	33.3%	0.0%	33.3%	28.6%	23.1%	28.6%	28.6%
2=2nd Priority	2	2	6	3	1	0	3	1	1	1	1	3	2
	18.2%	16.7%	31.6%	25.0%	16.7%	0.0%	33.3%	25.0%	16.7%	14.3%	7.7%	21.4%	28.6%
3=3rd Priority	3	8	9	7	3	4	3	3	3	4	9	7	3
	27.3%	66.7%	47.4%	58.3%	50.0%	80.0%	33.3%	75.0%	50.0%	57.1%	69.2%	50.0%	42.9%
Mean	1.7	2.5	2.3	2.4	2.2	2.6	2.0	2.8	2.2	2.3	2.5	2.2	2.1
SD	0.9	0.8	0.8	0.8	1.0	0.9	0.9	0.5	1.0	1.0	0.9	0.9	0.9
	b	a											

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: Emergence of new domestic competitors

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Not Likely	47 19.1%	4 33.3% k	1 7.7% e	1 33.3%	1 25.0%	3 60.0% bghK	9 36.0% hk	1 8.3% e	2 9.5% ef	3 15.8%	2 20.0%	2 6.9% aEf	3 21.4%
2=	50 20.3%	2 16.7%	0 0.0% fl	0 0.0%	0 0.0%	1 20.0%	8 32.0% b	3 25.0%	3 14.3%	5 26.3%	1 10.0%	5 17.2%	5 35.7% b
3=	45 18.3%	2 16.7%	4 30.8%	0 0.0%	2 50.0%	0 0.0%	3 12.0%	2 16.7%	5 23.8%	4 21.1%	4 40.0%	7 24.1%	2 14.3%
4=	29 11.8%	2 16.7% f	1 7.7%	1 33.3% Fl	1 25.0% f	0 0.0%	0 0.0% aCdgk	3 25.0%	1 4.8% f	1 5.3%	1 10.0%	6 20.7% f	0 0.0% c
5=	37 15.0%	0 0.0%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	3 12.0%	2 16.7%	5 23.8%	2 10.5%	2 20.0%	5 17.2%	2 14.3%
6=	24 9.8%	1 8.3%	1 7.7%	1 33.3%	0 0.0%	1 20.0%	1 4.0%	0 0.0%	4 19.0%	2 10.5%	0 0.0%	2 6.9%	2 14.3%
7=Very Likely	14 5.7%	1 8.3%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	1 8.3%	1 4.8%	2 10.5%	0 0.0%	2 6.9%	0 0.0%
Mean	3.4	2.9	4.5	3.7	2.8	2.2	2.5	3.5	4.0	3.4	3.0	3.7	2.9
SD	1.8	2.0 b	1.9 aeFjl	2.5	1.3	2.2	1.8 b	1.7 BHK	1.8	1.8 F	2.0	1.4 b	1.6 F	1.8 b

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: Emergence of new domestic competitors

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Not Likely	19	9	6	6	9	4	4	4	8	3	16	8	6
	30.6%	11.7%	18.2%	17.1%	14.3%	18.2%	14.3%	36.4%	36.4%	17.6%	18.4%	18.6%	20.0%
	B	A			e				a				
2=	15	13	9	6	9	3	9	0	5	6	15	13	4
	24.2%	16.9%	27.3%	17.1%	14.3%	13.6%	32.1%	0.0%	22.7%	35.3%	17.2%	30.2%	13.3%
							d	cf		d			
3=	12	15	4	8	12	6	6	3	5	3	21	6	8
	19.4%	19.5%	12.1%	22.9%	19.0%	27.3%	21.4%	27.3%	22.7%	17.6%	24.1%	14.0%	26.7%
4=	3	9	4	5	6	2	3	1	4	0	8	4	3
	4.8%	11.7%	12.1%	14.3%	9.5%	9.1%	10.7%	9.1%	18.2%	0.0%	9.2%	9.3%	10.0%
5=	6	14	5	6	12	4	3	2	0	3	14	5	5
	9.7%	18.2%	15.2%	17.1%	19.0%	18.2%	10.7%	18.2%	0.0%	17.6%	16.1%	11.6%	16.7%
					e	e		e	abdf	e			
6=	5	12	2	1	9	2	2	0	0	1	10	3	1
	8.1%	15.6%	6.1%	2.9%	14.3%	9.1%	7.1%	0.0%	0.0%	5.9%	11.5%	7.0%	3.3%
7=Very Likely	2	5	3	3	6	1	1	1	0	1	3	4	3
	3.2%	6.5%	9.1%	8.6%	9.5%	4.5%	3.6%	9.1%	0.0%	5.9%	3.4%	9.3%	10.0%
Mean	2.8	3.8	3.3	3.4	3.9	3.4	3.1	3.1	2.2	3.1	3.4	3.2	3.4
SD	1.8	1.8	1.9	1.8	1.9	1.8	1.7	2.0	1.2	1.9	1.8	1.9	1.9
	B	A			E	e	e		Abc				

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: Emergence of new global competitors

N=249	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Not Likely	48 19.5%	4 33.3% f	1 7.7% ej	1 33.3%	1 25.0%	3 60.0% bFhk	1 4.0% aEiJl	3 25.0%	3 14.3% ej	6 31.6% f	5 50.0% bFhk	3 10.3% ej	4 28.6% f
2=	54 22.0%	1 8.3%	2 15.4%	1 33.3%	1 25.0%	0 0.0%	4 16.0%	3 25.0%	4 19.0%	7 36.8%	2 20.0%	5 17.2%	5 35.7%
3=	37 15.0%	2 16.7%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	6 24.0%	1 8.3%	3 14.3%	2 10.5%	1 10.0%	9 31.0%	1 7.1%
4=	28 11.4%	1 8.3%	2 15.4%	0 0.0%	1 25.0% h	0 0.0%	5 20.0% h	0 0.0%	0 0.0% dfl	2 10.5%	0 0.0%	4 13.8%	3 21.4% h
5=	43 17.5%	3 25.0% i	1 7.7%	0 0.0%	1 25.0% i	1 20.0%	8 32.0% Ikl	4 33.3% ikl	5 23.8% i	0 0.0% adFgh	2 20.0%	2 6.9% fg	0 0.0% fg
6=	24 9.8%	0 0.0%	3 23.1%	1 33.3%	0 0.0%	0 0.0%	1 4.0%	1 8.3%	4 19.0%	2 10.5%	0 0.0%	3 10.3%	1 7.1%
7=Very Likely	12 4.9%	1 8.3%	2 15.4%	0 0.0%	0 0.0%	1 20.0% f	0 0.0% e	0 0.0%	2 9.5%	0 0.0%	0 0.0%	3 10.3%	0 0.0%
Mean	3.3	3.2	4.3	3.0	3.0	3.0	3.7	3.2	4.0	2.4	2.2	3.6	2.5
SD	1.8	2.0	2.0 Ijl	2.6	1.8	2.8	1.3 IJl	1.9	2.1 ijl	1.6 BFhk	1.6 bFhk	1.8 ij	1.5 bfh

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: Emergence of new global competitors

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Not Likely	8	12	7	17	15	1	5	1	6	4	13	12	7
	12.9%	15.6%	21.2%	48.6%	23.8%	4.5%	17.9%	9.1%	27.3%	23.5%	14.9%	27.9%	23.3%
	D	D	d	ABc	b	ae			b				
2=	14	13	8	8	12	5	11	1	3	3	20	8	6
	22.6%	16.9%	24.2%	22.9%	19.0%	22.7%	39.3%	9.1%	13.6%	17.6%	23.0%	18.6%	20.0%
					c		a						
3=	11	16	1	5	11	6	5	2	1	2	16	2	8
	17.7%	20.8%	3.0%	14.3%	17.5%	27.3%	17.9%	18.2%	4.5%	11.8%	18.4%	4.7%	26.7%
	c	c	ab			e			b		b	aC	B
4=	7	8	4	1	4	2	2	2	4	4	9	6	3
	11.3%	10.4%	12.1%	2.9%	6.3%	9.1%	7.1%	18.2%	18.2%	23.5%	10.3%	14.0%	10.0%
					f					a			
5=	14	11	10	4	7	3	4	3	7	3	13	11	3
	22.6%	14.3%	30.3%	11.4%	11.1%	13.6%	14.3%	27.3%	31.8%	17.6%	14.9%	25.6%	10.0%
					e				a				
6=	5	11	2	0	9	4	1	0	1	1	9	4	2
	8.1%	14.3%	6.1%	0.0%	14.3%	18.2%	3.6%	0.0%	4.5%	5.9%	10.3%	9.3%	6.7%
		d		b									
7=Very Likely	3	6	1	0	5	1	0	2	0	0	7	0	1
	4.8%	7.8%	3.0%	0.0%	7.9%	4.5%	0.0%	18.2%	0.0%	0.0%	8.0%	0.0%	3.3%
							d	ce	d				
Mean	3.5	3.6	3.4	2.1	3.4	3.8	2.7	4.2	3.3	3.1	3.5	3.2	3.0
SD	1.7	1.9	1.9	1.3	2.0	1.7	1.4	1.9	1.8	1.7	1.9	1.8	1.7
	D	D	D	ABC			c	bd	c				

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More intense rivalry for customers

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=Not Likely	5	0	0	0	0	2	0	0	0	0	0	0	0
	2.0%	0.0%	0.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
		e	e			abFgHIKl	E	e	E	E		E	e
2=	9	0	0	0	0	1	0	0	3	0	1	1	2
	3.7%	0.0%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	14.3%	0.0%	10.0%	3.4%	14.3%
						f	e						
3=	12	0	0	0	1	0	1	0	1	3	1	3	0
	4.9%	0.0%	0.0%	0.0%	25.0%	0.0%	4.0%	0.0%	4.8%	15.8%	10.0%	10.3%	0.0%
4=	34	1	1	1	1	0	5	2	2	1	1	1	3
	13.8%	8.3%	7.7%	33.3%	25.0%	0.0%	20.0%	16.7%	9.5%	5.3%	10.0%	3.4%	21.4%
5=	53	3	4	1	1	0	6	2	3	3	5	7	2
	21.5%	25.0%	30.8%	33.3%	25.0%	0.0%	24.0%	16.7%	14.3%	15.8%	50.0%	24.1%	14.3%
											j	h	
6=	75	4	3	1	0	2	5	4	7	9	1	11	3
	30.5%	33.3%	23.1%	33.3%	0.0%	40.0%	20.0%	33.3%	33.3%	47.4%	10.0%	37.9%	21.4%
7=Very Likely	58	4	5	0	1	0	8	4	5	3	1	6	4
	23.6%	33.3%	38.5%	0.0%	25.0%	0.0%	32.0%	33.3%	23.8%	15.8%	10.0%	20.7%	28.6%
Mean	5.3	5.9	5.9	5.0	4.8	3.2	5.6	5.8	5.2	5.4	4.7	5.4	5.1
SD	1.5	1.0	1.0	1.0	1.7	2.6	1.3	1.1	1.7	1.3	1.4	1.4	1.7
		Ej	Ej			ABFGhiK	E	Ej	e	e	abg	E	

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More intense rivalry for customers

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Not Likely	0 0.0%	1 1.3%	1 3.0%	2 5.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	1 3.3%
2=	1 1.6% d	3 3.9%	0 0.0% d	4 11.4% ac	6 9.5%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	4 4.6%	3 7.0%	1 3.3%
3=	3 4.8%	5 6.5%	2 6.1%	0 0.0%	5 7.9%	0 0.0%	2 7.1%	0 0.0%	1 4.5%	2 11.8%	6 6.9%	1 2.3%	3 10.0%
4=	9 14.5%	9 11.7%	5 15.2%	4 11.4%	6 9.5%	2 9.1%	5 17.9%	1 9.1%	2 9.1%	4 23.5%	7 8.0%	7 16.3%	5 16.7%
5=	11 17.7%	13 16.9%	10 30.3%	9 25.7%	14 22.2%	6 27.3%	7 25.0%	3 27.3%	3 13.6%	3 17.6%	16 18.4%	12 27.9%	6 20.0%
6=	18 29.0%	24 31.2%	11 33.3%	10 28.6%	17 27.0%	8 36.4%	9 32.1%	2 18.2%	8 36.4%	4 23.5%	27 31.0%	12 27.9%	9 30.0%
7=Very Likely	20 32.3% c	22 28.6%	4 12.1% a	6 17.1%	15 23.8%	5 22.7%	5 17.9%	5 45.5%	7 31.8%	3 17.6%	27 31.0%	8 18.6%	5 16.7%
Mean	5.6	5.5	5.2	4.9	5.2	5.6	5.4	6.0	5.6	4.9	5.6	5.2	5.0
SD	1.3 d	1.5	1.3	1.8 a	1.6	1.2	1.2	1.1	1.5	1.5	1.4	1.4	1.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More competitor innovation

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=Not Likely	12	0	0	0	1	2	1	1	1	1	0	0	1
	4.9%	0.0%	0.0%	0.0%	25.0%	40.0%	4.0%	8.3%	4.8%	5.3%	0.0%	0.0%	7.1%
		e	e		k	abfhiK	e		e	e		dE	
2=	16	2	2	0	0	0	1	0	3	0	1	2	2
	6.5%	16.7%	15.4%	0.0%	0.0%	0.0%	4.0%	0.0%	14.3%	0.0%	10.0%	6.9%	14.3%
3=	35	3	0	1	0	2	5	3	2	3	1	6	3
	14.2%	25.0%	0.0%	33.3%	0.0%	40.0%	20.0%	25.0%	9.5%	15.8%	10.0%	20.7%	21.4%
			ce	b		b							
4=	50	2	2	0	0	0	4	5	4	2	2	8	4
	20.3%	16.7%	15.4%	0.0%	0.0%	0.0%	16.0%	41.7%	19.0%	10.5%	20.0%	27.6%	28.6%
5=	64	5	3	0	3	1	8	1	5	4	3	7	2
	26.0%	41.7%	23.1%	0.0%	75.0%	20.0%	32.0%	8.3%	23.8%	21.1%	30.0%	24.1%	14.3%
					gikl			d		d		d	d
6=	57	0	4	2	0	0	5	2	5	7	3	6	1
	23.2%	0.0%	30.8%	66.7%	0.0%	0.0%	20.0%	16.7%	23.8%	36.8%	30.0%	20.7%	7.1%
		bCi	a	Al						a			c
7=Very Likely	12	0	2	0	0	0	1	0	1	2	0	0	1
	4.9%	0.0%	15.4%	0.0%	0.0%	0.0%	4.0%	0.0%	4.8%	10.5%	0.0%	0.0%	7.1%
			k									b	
Mean	4.5	3.8	5.0	5.0	4.0	2.6	4.4	3.9	4.3	4.9	4.6	4.3	3.8
SD	1.5	1.2	1.6	1.7	2.0	1.7	1.4	1.4	1.7	1.6	1.3	1.2	1.6
		i	e			bfhIjk	e		e	aEl	e	e	i

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More competitor innovation

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Not Likely	4	2	2	3	4	0	1	0	2	0	4	0	3
	6.5%	2.6%	6.1%	8.6%	6.3%	0.0%	3.6%	0.0%	9.1%	0.0%	4.6%	0.0%	10.0%
												c	b
2=	5	4	1	3	6	2	2	2	0	1	9	3	1
	8.1%	5.2%	3.0%	8.6%	9.5%	9.1%	7.1%	18.2%	0.0%	5.9%	10.3%	7.0%	3.3%
								e		d			
3=	12	9	5	6	12	1	6	2	4	4	16	8	5
	19.4%	11.7%	15.2%	17.1%	19.0%	4.5%	21.4%	18.2%	18.2%	23.5%	18.4%	18.6%	16.7%
4=	8	18	7	6	7	10	6	3	3	3	16	11	5
	12.9%	23.4%	21.2%	17.1%	11.1%	45.5%	21.4%	27.3%	13.6%	17.6%	18.4%	25.6%	16.7%
					B	Ae			b				
5=	14	21	9	11	20	5	4	2	6	4	21	10	9
	22.6%	27.3%	27.3%	31.4%	31.7%	22.7%	14.3%	18.2%	27.3%	23.5%	24.1%	23.3%	30.0%
6=	16	19	7	5	10	4	9	1	5	5	19	9	5
	25.8%	24.7%	21.2%	14.3%	15.9%	18.2%	32.1%	9.1%	22.7%	29.4%	21.8%	20.9%	16.7%
7=Very Likely	3	4	2	1	4	0	0	1	2	0	2	2	2
	4.8%	5.2%	6.1%	2.9%	6.3%	0.0%	0.0%	9.1%	9.1%	0.0%	2.3%	4.7%	6.7%
Mean	4.3	4.6	4.5	4.1	4.3	4.4	4.3	4.1	4.5	4.5	4.2	4.5	4.3
SD	1.6	1.4	1.5	1.6	1.6	1.1	1.5	1.6	1.7	1.3	1.5	1.3	1.7

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More competitor price-cutting

N=249	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
								Industry Sector					
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Not Likely	13 5.3%	0 0.0% e	0 0.0% el	0 0.0%	0 0.0%	2 40.0% abfghIK	1 4.0% el	0 0.0% e	1 4.8% e	0 0.0% El	0 0.0%	0 0.0% EL	4 28.6% bfiK
2=	19 7.8%	1 8.3%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	1 8.3%	3 14.3% k	3 15.8% k	3 30.0% K	0 0.0% hiJ	1 7.1%
3=	16 6.5%	0 0.0% c	1 7.7%	1 50.0% ahj	0 0.0%	0 0.0%	2 8.0%	1 8.3%	1 4.8% c	2 10.5%	0 0.0% c	2 6.9%	1 7.1%
4=	45 18.4%	3 25.0%	2 15.4%	0 0.0%	2 50.0% fl	2 40.0% l	2 8.0% d	4 33.3% l	2 9.5%	4 21.1%	2 20.0%	8 27.6% l	0 0.0% degk
5=	46 18.8%	2 16.7%	2 15.4%	0 0.0%	1 25.0%	0 0.0%	4 16.0%	1 8.3%	3 14.3%	6 31.6%	1 10.0%	7 24.1%	2 14.3%
6=	63 25.7%	4 33.3%	3 23.1%	1 50.0%	1 25.0%	1 20.0%	7 28.0%	1 8.3%	7 33.3%	3 15.8%	4 40.0%	8 27.6%	3 21.4%
7=Very Likely	43 17.6%	2 16.7%	4 30.8%	0 0.0%	0 0.0%	0 0.0%	7 28.0%	4 33.3% i	4 19.0%	1 5.3% g	0 0.0%	4 13.8%	3 21.4%
Mean	4.8	5.2	5.3	4.5	4.8	3.2	5.2	5.0	4.9	4.4	4.3	5.1	4.1
SD	1.7	1.5 e	1.7 e	2.1	1.0	2.2 abfK	1.8 e	1.8	1.9	1.5	1.8	1.2 E	2.5

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More competitor price-cutting

N=249	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Not Likely	2	3	2	4	5	0	1	0	2	0	6	0	1
	3.3%	3.9%	6.1%	11.4%	7.9%	0.0%	3.6%	0.0%	9.1%	0.0%	7.0%	0.0%	3.3%
2=	6	2	4	4	4	4	5	0	0	2	6	3	5
	9.8%	2.6%	12.1%	11.4%	6.3%	18.2%	17.9%	0.0%	0.0%	12.5%	7.0%	7.0%	16.7%
		c	b			e	e		bc				
3=	4	4	4	1	4	0	2	2	1	2	7	4	0
	6.6%	5.2%	12.1%	2.9%	6.3%	0.0%	7.1%	18.2%	4.5%	12.5%	8.1%	9.3%	0.0%
						d		b					
4=	11	16	5	10	13	4	5	0	5	3	15	10	5
	18.0%	20.8%	15.2%	28.6%	20.6%	18.2%	17.9%	0.0%	22.7%	18.8%	17.4%	23.3%	16.7%
5=	9	16	4	6	13	4	4	4	2	2	14	9	6
	14.8%	20.8%	12.1%	17.1%	20.6%	18.2%	14.3%	36.4%	9.1%	12.5%	16.3%	20.9%	20.0%
6=	12	22	9	8	17	5	7	2	7	4	25	8	8
	19.7%	28.6%	27.3%	22.9%	27.0%	22.7%	25.0%	18.2%	31.8%	25.0%	29.1%	18.6%	26.7%
7=Very Likely	17	14	5	2	7	5	4	3	5	3	13	9	5
	27.9%	18.2%	15.2%	5.7%	11.1%	22.7%	14.3%	27.3%	22.7%	18.8%	15.1%	20.9%	16.7%
	d			a									
Mean	5.0	5.1	4.6	4.2	4.7	5.0	4.5	5.4	5.1	4.8	4.8	5.0	4.8
SD	1.8	1.5	1.9	1.8	1.7	1.8	1.8	1.4	1.8	1.7	1.8	1.5	1.8
	d	D		aB									

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More cooperation on non-price strategies

N=249	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=Not Likely	38	1	2	1	0	2	4	1	5	4	1	1	7
	15.5%	8.3%	15.4%	33.3%	0.0%	40.0%	16.0%	8.3%	23.8%	21.1%	10.0%	3.6%	50.0%
		l				k	l		k			ehL	afgK
2=	35	4	2	0	1	1	3	3	1	2	2	3	3
	14.3%	33.3%	15.4%	0.0%	25.0%	20.0%	12.0%	25.0%	4.8%	10.5%	20.0%	10.7%	21.4%
		h							a				
3=	32	1	1	2	0	1	1	3	4	3	3	3	0
	13.1%	8.3%	7.7%	66.7%	0.0%	20.0%	4.0%	25.0%	19.0%	15.8%	30.0%	10.7%	0.0%
		c	c	abFkL			Cj				fl	c	Cj
4=	77	2	4	0	3	0	11	3	6	5	2	7	4
	31.4%	16.7%	30.8%	0.0%	75.0%	0.0%	44.0%	25.0%	28.6%	26.3%	20.0%	25.0%	28.6%
		d			ae	d							
5=	44	1	3	0	0	1	5	1	3	2	1	11	0
	18.0%	8.3%	23.1%	0.0%	0.0%	20.0%	20.0%	8.3%	14.3%	10.5%	10.0%	39.3%	0.0%
										k		iL	K
6=	14	2	0	0	0	0	1	0	2	3	1	3	0
	5.7%	16.7%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%	9.5%	15.8%	10.0%	10.7%	0.0%
7=Very Likely	5	1	1	0	0	0	0	1	0	0	0	0	0
	2.0%	8.3%	7.7%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Mean	3.5	3.7	3.6	2.3	3.5	2.4	3.5	3.3	3.3	3.4	3.3	4.2	2.1
SD	1.6	2.0	1.8	1.2	1.0	1.7	1.5	1.6	1.7	1.7	1.5	1.3	1.3
		l	l	k		k	L		l	l	l	ceL	abFghijK

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of the following competitor interactions over the next 12 months: More cooperation on non-price strategies

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Not Likely	13 21.0%	14 18.4%	3 9.1%	6 17.1%	13 21.0%	1 4.5%	6 21.4%	2 18.2%	3 13.6%	2 11.8%	19 22.1%	4 9.3%	5 16.7%
2=	7 11.3% c	10 13.2% c	10 30.3% abd	3 8.6% c	9 14.5%	3 13.6%	3 10.7%	0 0.0%	6 27.3%	4 23.5%	10 11.6%	5 11.6%	8 26.7%
3=	7 11.3%	11 14.5%	4 12.1%	4 11.4%	7 11.3% f	3 13.6%	2 7.1% f	3 27.3%	1 4.5% f	6 35.3% ace	8 9.3% b	11 25.6% a	3 10.0%
4=	17 27.4% c	18 23.7% c	16 48.5% ab	11 31.4%	13 21.0%	7 31.8%	11 39.3%	4 36.4%	9 40.9%	3 17.6%	24 27.9%	14 32.6%	6 20.0%
5=	12 19.4% C	17 22.4% C	0 0.0% ABd	6 17.1% c	14 22.6% f	4 18.2%	6 21.4% f	2 18.2%	2 9.1%	0 0.0% ac	19 22.1%	5 11.6%	4 13.3%
6=	3 4.8%	5 6.6%	0 0.0% d	5 14.3% c	6 9.7%	2 9.1%	0 0.0%	0 0.0%	1 4.5%	2 11.8%	5 5.8%	3 7.0%	4 13.3%
7=Very Likely	3 4.8%	1 1.3%	0 0.0%	0 0.0%	0 0.0% b	2 9.1% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.2%	1 2.3%	0 0.0%
Mean	3.5	3.4	3.0	3.7	3.4	4.1	3.3	3.4	3.2	3.1	3.4	3.6	3.3
SD	1.7	1.6	1.1	1.6	1.7	1.6 f	1.5	1.4	1.4	1.4 b	1.7	1.4	1.7

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Will you use a channel or go directly to market?

N=249	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
												Industry Sector	
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
Uses channel partners	167 67.1%	6 50.0% g	10 76.9%	1 33.3% g	3 75.0%	4 80.0%	20 80.0% j	11 91.7% acjk	14 66.7%	15 75.0%	4 40.0% fg	17 58.6% g	8 57.1%
Does not use channel partners	82 32.9%	6 50.0% g	3 23.1%	2 66.7% g	1 25.0%	1 20.0%	5 20.0% j	1 8.3% acjk	7 33.3%	5 25.0%	6 60.0% fg	12 41.4% g	6 42.9%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Will you use a channel or go directly to market?

N=249	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
Uses channel partners	48	47	23	20	35	15	21	7	16	16	53	33	22
	77.4%	60.3%	69.7%	57.1%	55.6%	65.2%	75.0%	63.6%	72.7%	94.1%	60.2%	76.7%	73.3%
	bd	a		a	F	f		f		Abd			
Does not use channel partners	14	31	10	15	28	8	7	4	6	1	35	10	8
	22.6%	39.7%	30.3%	42.9%	44.4%	34.8%	25.0%	36.4%	27.3%	5.9%	39.8%	23.3%	26.7%
	bd	a		a	F	f		f		Abd			

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Topic 1: Marketplace Dynamics - Channel Partners

Focusing on your firm's channel partnerships in this market, are you more or less optimistic about your prospects for revenue growth compared to prior 12 months?

N=167	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	113 100.0%	6 5.3%	10 8.8%	1 0.9%	3 2.7%	4 3.5%	20 17.7%	11 9.7%	14 12.4%	15 13.3%	4 3.5%	17 15.0%	8 7.1%
3=More	58 37.9%	3 50.0%	1 10.0% e	0 0.0%	1 33.3%	3 75.0% b	8 40.0%	3 30.0%	6 42.9%	7 46.7%	1 25.0%	4 25.0%	3 37.5%
2=No Change	70 45.8%	1 16.7% b	8 80.0% ah	0 0.0%	1 33.3%	1 25.0%	10 50.0%	7 70.0%	5 35.7% b	6 40.0%	2 50.0%	10 62.5%	4 50.0%
1=Less	25 16.3%	2 33.3%	1 10.0%	1 100.0% fGik	1 33.3%	0 0.0%	2 10.0% c	0 0.0% C	3 21.4%	2 13.3% c	1 25.0%	2 12.5% c	1 12.5%
Mean	2.2	2.2	2.0 e	1.0	2.0	2.8 b	2.3	2.3	2.2	2.3	2.0	2.1	2.3
SD	0.7	1.0	0.5	0.0	1.0	0.5	0.7	0.5	0.8	0.7	0.8	0.6	0.7

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Focusing on your firm's channel partnerships in this market, are you more or less optimistic about your prospects for revenue growth compared to prior 12 months?

N=167	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	48 34.8%	47 34.1%	23 16.7%	20 14.5%	35 31.8%	15 13.6%	21 19.1%	7 6.4%	16 14.5%	16 14.5%	53 49.1%	33 30.6%	22 20.4%
3=More	20 41.7%	15 33.3%	9 40.9%	6 30.0%	16 48.5% be	2 13.3% a	7 33.3%	3 42.9%	2 12.5% a	7 43.8%	19 35.8%	10 32.3%	9 40.9%
2=No Change	23 47.9%	21 46.7%	10 45.5%	11 55.0%	13 39.4%	10 66.7%	13 61.9%	4 57.1%	9 56.3%	6 37.5%	26 49.1%	16 51.6%	11 50.0%
1=Less	5 10.4%	9 20.0%	3 13.6%	3 15.0%	4 12.1%	3 20.0%	1 4.8% e	0 0.0%	5 31.3% c	3 18.8%	8 15.1%	5 16.1%	2 9.1%
Mean	2.3	2.1	2.3	2.2	2.4 be	1.9 a	2.3 e	2.4 e	1.8 acd	2.3	2.2	2.2	2.3
SD	0.7	0.7	0.7	0.7	0.7	0.6	0.6	0.5	0.7	0.8	0.7	0.7	0.6

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic.

N=167 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	167	6	10	1	3	4	20	11	14	15	4	17	8
Percent	100.0%	5.3%	8.8%	0.9%	2.7%	3.5%	17.7%	9.7%	12.4%	13.3%	3.5%	15.0%	7.1%
Optimism rating	149	6	10	1	3	3	20	11	14	14	3	17	8
	62.9	57.5	59.0	10.0	65.0	80.0	61.0	66.4	60.4	62.5	66.7	66.8	54.4
	19.3	19.9	22.3	---	18.0	5.0	18.0	17.9	16.7	15.7	27.5	13.7	24.8

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic.

N=167 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Number	48	47	23	20	35	15	21	7	16	16	53	33	22
Percent	34.8%	34.1%	16.7%	14.5%	31.8%	13.6%	19.1%	6.4%	14.5%	14.5%	49.1%	30.6%	20.4%
Optimism rating	47	46	22	17	34	15	20	7	16	15	51	32	22
	61.4	65.9	60.0	58.5	61.6	63.7	60.5	66.3	59.7	63.3	62.3	60.3	63.0
	20.8	16.5	20.7	22.8	19.9	18.2	18.3	11.3	16.7	23.4	19.6	16.8	18.5

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner's purchase volume

N=167	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	113	6	10	1	3	4	20	11	14	15	4	17	8
	100.0%	5.3%	8.8%	0.9%	2.7%	3.5%	17.7%	9.7%	12.4%	13.3%	3.5%	15.0%	7.1%
3=Increase	65	2	1	0	2	3	10	6	5	7	2	6	3
	41.7%	33.3%	10.0%	0.0%	66.7%	75.0%	50.0%	54.5%	35.7%	46.7%	50.0%	35.3%	37.5%
			efg			b	b	b					
2=No Change	67	4	8	0	0	1	7	5	6	5	1	8	3
	42.9%	66.7%	80.0%	0.0%	0.0%	25.0%	35.0%	45.5%	42.9%	33.3%	25.0%	47.1%	37.5%
			dfi		b		b			b			
1=Decrease	24	0	1	1	1	0	3	0	3	3	1	3	2
	15.4%	0.0%	10.0%	100.0%	33.3%	0.0%	15.0%	0.0%	21.4%	20.0%	25.0%	17.6%	25.0%
		c		afG			c	C					
Mean	2.3	2.3	2.0	1.0	2.3	2.8	2.4	2.5	2.1	2.3	2.3	2.2	2.1
SD	0.7	0.5	0.5	0.0	1.2	0.5	0.7	0.5	0.8	0.8	1.0	0.7	0.8
			eg			b		b					

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner's purchase volume

N=167

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	48	47	23	20	35	15	21	7	16	16	53	33	22
	34.8%	34.1%	16.7%	14.5%	31.8%	13.6%	19.1%	6.4%	14.5%	14.5%	49.1%	30.6%	20.4%
3=Increase	21	16	11	8	15	6	8	4	6	6	22	13	10
	43.8%	34.0%	47.8%	40.0%	42.9%	40.0%	38.1%	57.1%	37.5%	37.5%	41.5%	39.4%	45.5%
2=No Change	22	22	10	8	16	5	11	3	5	7	22	14	10
	45.8%	46.8%	43.5%	40.0%	45.7%	33.3%	52.4%	42.9%	31.3%	43.8%	41.5%	42.4%	45.5%
1=Decrease	5	9	2	4	4	4	2	0	5	3	9	6	2
	10.4%	19.1%	8.7%	20.0%	11.4%	26.7%	9.5%	0.0%	31.3%	18.8%	17.0%	18.2%	9.1%
Mean	2.3	2.1	2.4	2.2	2.3	2.1	2.3	2.6	2.1	2.2	2.2	2.2	2.4
SD	0.7	0.7	0.7	0.8	0.7	0.8	0.6	0.5	0.9	0.8	0.7	0.7	0.7

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner's price per unit

N=167	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	113	6	10	1	3	4	20	11	14	15	4	17	8
	100.0%	5.3%	8.8%	0.9%	2.7%	3.5%	17.7%	9.7%	12.4%	13.3%	3.5%	15.0%	7.1%
3=Increase	47	2	1	0	2	1	8	6	3	6	3	3	1
	30.1%	33.3%	10.0%	0.0%	66.7%	25.0%	40.0%	54.5%	21.4%	40.0%	75.0%	17.6%	12.5%
			gj					b			bk	j	
2=No Change	74	3	6	0	1	3	6	5	8	6	1	9	5
	47.4%	50.0%	60.0%	0.0%	33.3%	75.0%	30.0%	45.5%	57.1%	40.0%	25.0%	52.9%	62.5%
1=Decrease	35	1	3	1	0	0	6	0	3	3	0	5	2
	22.4%	16.7%	30.0%	100.0%	0.0%	0.0%	30.0%	0.0%	21.4%	20.0%	0.0%	29.4%	25.0%
				G				C					
Mean	2.1	2.2	1.8	1.0	2.7	2.3	2.1	2.5	2.0	2.2	2.8	1.9	1.9
SD	0.7	0.8	0.6	0.0	0.6	0.5	0.9	0.5	0.7	0.8	0.5	0.7	0.6
			Gj					Bhkl	g		bkl	gj	gj

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner's price per unit

N=167

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	48 34.8%	47 34.1%	23 16.7%	20 14.5%	35 31.8%	15 13.6%	21 19.1%	7 6.4%	16 14.5%	16 14.5%	53 49.1%	33 30.6%	22 20.4%
3=Increase	16 33.3%	9 19.1% C	12 52.2% B	5 25.0%	12 34.3%	2 13.3%	7 33.3% e	1 14.3%	8 50.0% b	4 25.0%	16 30.2%	9 27.3%	9 40.9%
2=No Change	19 39.6% b	29 61.7% ac	8 34.8% b	10 50.0%	15 42.9% d	7 46.7%	10 47.6%	6 85.7% ae	6 37.5% d	8 50.0%	24 45.3%	17 51.5%	9 40.9%
1=Decrease	13 27.1%	9 19.1%	3 13.0%	5 25.0%	8 22.9%	6 40.0%	4 19.0%	0 0.0%	2 12.5%	4 25.0%	13 24.5%	7 21.2%	4 18.2%
Mean	2.1	2.0	2.4	2.0	2.1	1.7	2.1	2.1	2.4	2.0	2.1	2.1	2.2
SD	0.8	0.6 c	0.7 b	0.7	0.8	0.7	0.7 e	0.4	0.7 b	0.7	0.7	0.7	0.8

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner will buy related products and services

N=167	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	113	6	10	1	3	4	20	11	14	15	4	17	8
	100.0%	5.3%	8.8%	0.9%	2.7%	3.5%	17.7%	9.7%	12.4%	13.3%	3.5%	15.0%	7.1%
3=Increase	46	2	2	0	1	2	5	4	3	4	1	4	3
	29.9%	33.3%	20.0%	0.0%	33.3%	50.0%	26.3%	36.4%	23.1%	26.7%	25.0%	23.5%	37.5%
2=No Change	91	4	8	0	1	2	13	7	8	8	3	9	4
	59.1%	66.7%	80.0%	0.0%	33.3%	50.0%	68.4%	63.6%	61.5%	53.3%	75.0%	52.9%	50.0%
1=Decrease	17	0	0	1	1	0	1	0	2	3	0	4	1
	11.0%	0.0%	0.0%	100.0%	33.3%	0.0%	5.3%	0.0%	15.4%	20.0%	0.0%	23.5%	12.5%
		c	C	aBFG			C	C					
Mean	2.2	2.3	2.2	1.0	2.0	2.5	2.2	2.4	2.1	2.1	2.3	2.0	2.3
SD	0.6	0.5	0.4	0.0	1.0	0.6	0.5	0.5	0.6	0.7	0.5	0.7	0.7

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner will buy related products and services

N=167	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	48	47	23	20	35	15	21	7	16	16	53	33	22
	34.8%	34.1%	16.7%	14.5%	31.8%	13.6%	19.1%	6.4%	14.5%	14.5%	49.1%	30.6%	20.4%
3=Increase	14	15	7	4	11	3	5	3	2	4	13	9	8
	30.4%	31.9%	30.4%	20.0%	31.4%	20.0%	25.0%	42.9%	12.5%	26.7%	25.0%	27.3%	38.1%
2=No Change	29	23	14	15	20	10	13	4	11	9	31	20	12
	63.0%	48.9%	60.9%	75.0%	57.1%	66.7%	65.0%	57.1%	68.8%	60.0%	59.6%	60.6%	57.1%
1=Decrease	3	9	2	1	4	2	2	0	3	2	8	4	1
	6.5%	19.1%	8.7%	5.0%	11.4%	13.3%	10.0%	0.0%	18.8%	13.3%	15.4%	12.1%	4.8%
Mean	2.2	2.1	2.2	2.2	2.2	2.1	2.2	2.4	1.9	2.1	2.1	2.2	2.3
SD	0.6	0.7	0.6	0.5	0.6	0.6	0.6	0.5	0.6	0.6	0.6	0.6	0.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: My firm will sell directly to end customers, not through channel partners

N=167	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	113	6	10	1	3	4	20	11	14	15	4	17	8
	100.0%	5.3%	8.8%	0.9%	2.7%	3.5%	17.7%	9.7%	12.4%	13.3%	3.5%	15.0%	7.1%
3=Increase	50	2	4	0	2	3	2	4	6	3	1	8	2
	32.3%	33.3%	40.0%	0.0%	66.7%	75.0%	10.0%	36.4%	42.9%	20.0%	25.0%	47.1%	28.6%
					f	F	dEhk		f			f	
2=No Change	93	3	5	1	1	1	17	7	6	11	3	7	4
	60.0%	50.0%	50.0%	100.0%	33.3%	25.0%	85.0%	63.6%	42.9%	73.3%	75.0%	41.2%	57.1%
							ehK		f			F	
						f							
1=Decrease	12	1	1	0	0	0	1	0	2	1	0	2	1
	7.7%	16.7%	10.0%	0.0%	0.0%	0.0%	5.0%	0.0%	14.3%	6.7%	0.0%	11.8%	14.3%
Mean	2.2	2.2	2.3	2.0	2.7	2.8	2.1	2.4	2.3	2.1	2.3	2.4	2.1
SD	0.6	0.8	0.7	0.0	0.6	0.5	0.4	0.5	0.7	0.5	0.5	0.7	0.7
					f	Fi	dE			e			

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: My firm will sell directly to end customers, not through channel partners

N=167	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	48 34.8%	47 34.1%	23 16.7%	20 14.5%	35 31.8%	15 13.6%	21 19.1%	7 6.4%	16 14.5%	16 14.5%	53 49.1%	33 30.6%	22 20.4%
3=Increase	14 29.2%	14 30.4%	8 34.8%	7 35.0%	14 40.0% d	8 53.3% d	5 25.0%	0 0.0% ab	4 25.0%	4 25.0%	14 26.9%	11 33.3%	10 45.5%
2=No Change	32 66.7%	25 54.3%	13 56.5%	13 65.0%	17 48.6%	7 46.7%	15 75.0%	6 85.7%	9 56.3%	12 75.0%	34 65.4%	18 54.5%	11 50.0%
1=Decrease	2 4.2%	7 15.2%	2 8.7%	0 0.0%	4 11.4%	0 0.0%	0 0.0%	1 14.3%	3 18.8%	0 0.0%	4 7.7%	4 12.1%	1 4.5%
Mean	2.3	2.2	2.3	2.4	2.3	2.5	2.3	1.9	2.1	2.3	2.2	2.2	2.4
SD	0.5	0.7	0.6	0.5	0.7 De	0.5 d	0.4 Bc	0.4	0.7 b	0.4	0.6	0.6	0.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner's level of power in our relationship

N=167	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	113 100.0%	6 5.3%	10 8.8%	1 0.9%	3 2.7%	4 3.5%	20 17.7%	11 9.7%	14 12.4%	15 13.3%	4 3.5%	17 15.0%	8 7.1%
3=Increase	28 18.1%	1 16.7%	3 30.0%	0 0.0%	1 33.3%	0 0.0%	1 5.0% i	0 0.0% i	3 21.4%	5 33.3% fg	0 0.0%	3 17.6%	0 0.0%
2=No Change	97 62.6%	3 50.0%	6 60.0%	1 100.0%	0 0.0% fgj	3 75.0%	16 80.0% dhk	9 81.8% d	6 42.9% f	9 60.0%	4 100.0% d	8 47.1% f	5 71.4%
1=Decrease	30 19.4%	2 33.3%	1 10.0%	0 0.0%	2 66.7% i	1 25.0%	3 15.0%	2 18.2%	5 35.7%	1 6.7% d	0 0.0%	6 35.3%	2 28.6%
Mean	2.0	1.8	2.2	2.0	1.7	1.8	1.9	1.8	1.9	2.3	2.0	1.8	1.7
SD	0.6	0.8	0.6	0.0	1.2	0.5	0.4 i	0.4 i	0.8	0.6 fgl	0.0	0.7	0.5 i

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 1: Marketplace Dynamics - Channel Partners

<u>Do you expect the following channel partner outcomes for your firm to change in the next 12 months: Partner's level of power in our relationship</u>

N=167	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	48 34.8%	47 34.1%	23 16.7%	20 14.5%	35 31.8%	15 13.6%	21 19.1%	7 6.4%	16 14.5%	16 14.5%	53 49.1%	33 30.6%	22 20.4%
3=Increase	5 10.6% c	7 14.9%	7 30.4% a	4 20.0%	6 17.1%	1 6.7%	3 15.0%	1 14.3%	4 25.0%	2 12.5%	9 17.3%	4 12.1%	4 18.2%
2=No Change	32 68.1%	27 57.4%	13 56.5%	14 70.0%	21 60.0%	8 53.3%	13 65.0%	6 85.7%	8 50.0%	12 75.0%	30 57.7%	22 66.7%	14 63.6%
1=Decrease	10 21.3%	13 27.7%	3 13.0%	2 10.0%	8 22.9%	6 40.0%	4 20.0%	0 0.0%	4 25.0%	2 12.5%	13 25.0%	7 21.2%	4 18.2%
Mean	1.9	1.9	2.2	2.1	1.9	1.7	2.0	2.1	2.0	2.0	1.9	1.9	2.0
SD	0.6	0.6	0.7	0.6	0.6	0.6	0.6	0.4	0.7	0.5	0.7	0.6	0.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the prior 12 months.

N=201 Number Mean SD	Total	Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
						Industry Sector							
Number	201	12	11	3	4	4	25	12	21	20	9	29	14
Percent	100.0%	7.3%	6.7%	1.8%	2.4%	2.4%	15.2%	7.3%	12.8%	12.2%	5.5%	17.7%	8.5%
Existing products or services in existing markets	201 51.5 26.7	12 51.7 18.7	11 45.7 32.6	3 50.0 43.6	4 51.3 31.7	4 67.5 12.6	25 50.2 24.8	12 54.6 36.1	21 45.0 29.2	20 58.0 30.8	9 60.0 26.6	29 55.3 18.6	14 43.9 27.2
Existing products or services in new markets	201 16.6 14.7	12 21.4 17.4	11 12.7 8.8	3 6.7 11.5	4 12.5 9.6	4 5.0 5.8	25 16.8 13.4	12 10.0 13.0	21 16.0 14.9	20 14.0 12.4	9 12.2 8.7	29 20.3 16.4	14 16.4 17.3
New products or services in existing markets	201 23.0 21.2	12 20.0 13.1	11 33.3 28.1	3 10.0 17.3	4 18.3 19.8	4 25.0 19.1	25 23.8 17.3	12 26.3 26.4	21 26.4 24.0	20 19.0 26.2	9 13.3 14.6 l	29 19.3 17.2 l	14 32.9 25.5 jk
New products or services in new markets	201 8.9 13.7	12 6.9 5.1 d	11 8.3 12.6	3 33.3 57.7 fK	4 18.0 14.2 aKl	4 2.5 5.0	25 9.2 10.9 c	12 9.2 10.4	21 12.6 15.7	20 9.0 11.4 k	9 14.4 32.5	29 5.1 7.6 CDh	14 6.8 5.0 d

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the prior 12 months.

N=201 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Number	60	75	32	34	62	23	27	11	22	17	88	43	29
Percent	29.9%	37.3%	15.9%	16.9%	38.3%	14.2%	16.7%	6.8%	13.6%	10.5%	55.0%	26.9%	18.1%
Existing products or	60	75	32	34	62	23	27	11	22	17	88	43	29
services in existing	53.3	49.7	48.3	55.4	47.2	60.4	62.1	40.5	54.0	46.5	51.9	55.2	45.0
markets	26.4	27.3	26.6	26.3	28.0	28.8	23.4	26.4	25.1	20.7	26.3	25.6	29.7
					c		adf	c		c			
Existing products or	60	75	32	34	62	23	27	11	22	17	88	43	29
services in new markets	17.6	17.0	13.9	16.5	18.2	10.7	13.5	14.1	15.0	19.5	16.8	14.9	13.8
	15.7	15.3	13.4	13.1	16.4	8.7	12.9	16.4	12.5	12.8	15.0	14.4	12.0
					b	af				b			
New products or services	60	75	32	34	62	23	27	11	22	17	88	43	29
in existing markets	22.0	25.0	25.3	17.8	23.9	21.1	19.5	38.2	21.0	21.2	22.2	22.1	28.6
	20.0	21.4	21.8	22.2	23.7	23.2	21.9	22.6	16.1	10.5	21.9	20.6	22.6
							d	cef	d	d			
New products or services	60	75	32	34	62	23	27	11	22	17	88	43	29
in new markets	7.1	8.2	12.5	10.3	10.7	7.8	4.9	7.3	10.0	12.8	9.1	7.7	12.7
	8.9	11.3	18.9	18.5	19.5	12.8	7.5	8.8	9.9	10.0	14.5	9.9	20.3
					eF		c		c	C			

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the next 12 months.

N=195 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	195	12	10	3	4	4	24	12	21	18	9	28	13
Percent	100.0%	7.6%	6.3%	1.9%	2.5%	2.5%	15.2%	7.6%	13.3%	11.4%	5.7%	17.7%	8.2%
Existing products or services in existing markets	195 45.6 24.4	12 49.0 19.5	10 44.0 28.7	3 48.3 41.9	4 46.3 32.5	4 52.5 17.1	24 46.3 23.4	12 52.9 32.0	21 41.0 22.3	18 49.2 27.2	9 50.6 23.1	28 45.8 22.7	13 40.0 26.1
Existing products or services in new markets	195 19.8 15.6	12 18.5 9.3	10 14.5 16.2	3 8.3 14.4	4 13.8 11.1	4 12.5 9.6	24 17.3 14.8	12 20.0 23.6	21 16.4 15.3	18 20.6 12.1	9 16.7 11.2	28 23.3 15.1	13 20.0 17.9
New products or services in existing markets	195 24.6 19.7	12 22.9 12.9	10 34.0 27.9	3 18.3 16.1	4 16.3 16.0	4 25.0 19.1	24 27.1 16.6	12 20.4 22.7	21 28.6 16.4	18 21.4 24.9	9 23.3 22.6	28 21.5 18.4	13 33.8 23.2
New products or services in new markets	195 10.1 12.1	12 9.6 8.6 d	10 7.5 11.1 d	3 25.0 43.3	4 23.8 14.9 abfgiL	4 10.0 8.2	24 9.4 9.8 d	12 6.7 8.6 d	21 14.0 15.9	18 8.9 9.8 d	9 9.4 10.7	28 9.5 13.7	13 6.2 5.1 D

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect your firm's spending in each of the four growth strategies during the next 12 months.

N=195 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Number	58	72	32	33	61	20	26	11	22	16	86	39	29
Percent	29.7%	36.9%	16.4%	16.9%	39.1%	12.8%	16.7%	7.1%	14.1%	10.3%	55.8%	25.3%	18.8%
Existing products or	58	72	32	33	61	20	26	11	22	16	86	39	29
services in existing	44.3	44.0	45.3	51.4	43.8	52.3	54.7	38.6	47.0	38.3	46.2	45.1	47.1
markets	23.0	25.2	23.7	25.9	24.7	27.9	23.1	27.0	22.9	19.9	23.7	26.4	26.0
							f			c			
Existing products or	58	72	32	33	61	20	26	11	22	16	86	39	29
services in new markets	20.6	20.9	16.9	18.5	21.8	14.0	15.6	15.5	18.6	18.9	19.5	17.2	17.1
	17.3	15.8	13.3	14.6	14.7	17.8	13.5	16.3	12.8	15.9	15.9	15.5	12.6
New products or services	58	72	32	33	61	20	26	11	22	16	86	39	29
in existing markets	25.9	24.3	24.8	22.7	23.5	25.5	23.7	35.5	22.7	28.1	23.7	27.7	26.0
	18.6	17.4	19.0	26.7	20.0	24.8	20.8	23.3	15.5	13.9	18.4	23.5	20.2
New products or services	58	72	32	33	61	20	26	11	22	16	86	39	29
in new markets	9.1	10.8	13.0	7.4	10.9	8.3	6.0	10.5	11.7	14.7	10.5	10.0	9.8
	9.6	13.5	15.4	8.6	14.5	12.2	7.6	11.1	11.8	13.4	13.9	11.1	11.0
						eF		c		C			

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect how your firm will grow during the next 12 months.

N=205 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Number	205	12	13	3	4	4	25	12	21	20	9	29	14
Percent	100.0%	7.2%	7.8%	1.8%	2.4%	2.4%	15.1%	7.2%	12.7%	12.0%	5.4%	17.5%	8.4%
Growth from your firm internally	205 70.2 30.3	12 91.3 9.1 bcEHkL	13 67.3 28.5 ag	3 70.0 26.5 ag	4 92.5 15.0	4 56.3 32.5 AG	25 74.8 28.2	12 90.4 8.4 bcEHkL	21 71.9 22.7 Ag	20 75.2 27.5	9 81.1 21.6	29 63.9 34.7 ag	14 54.3 36.4 AG
Growth from acquisitions	205 11.4 19.1	12 3.3 6.9 c	13 13.8 19.1 g	3 21.7 20.2 aGi	4 6.3 12.5	4 22.5 38.6	25 12.6 19.8	12 2.1 5.0 bC	21 6.9 10.3	20 6.5 10.3 c	9 5.0 13.2	29 16.7 25.5	14 12.1 20.9
Growth from partnerships	205 13.3 18.9	12 3.8 5.7 hl	13 12.7 16.3	3 8.3 14.4	4 1.3 2.5	4 7.5 5.0	25 10.0 15.1	12 5.8 8.2	21 15.5 18.0 a	20 13.1 17.5	9 11.7 14.1	29 16.7 22.6	14 22.9 28.0 a
Growth from licensing arrangements	205 5.1 12.2	12 1.7 3.3 e	13 6.2 8.7	3 0.0 0.0	4 0.0 0.0	4 13.8 18.0 afgk	25 2.6 5.6 el	12 1.7 3.9 e	21 5.7 15.4	20 5.3 8.2	9 2.2 6.7	29 2.8 8.4 el	14 10.7 15.8 fk

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect how your firm will grow during the next 12 months.

N=205 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Number	61	77	33	34	63	23	27	11	22	17	88	43	29
Percent	29.8%	37.6%	16.1%	16.6%	38.7%	14.1%	16.6%	6.7%	13.5%	10.4%	55.0%	26.9%	18.1%
Growth from your firm	61	77	33	34	63	23	27	11	22	17	88	43	29
internally	69.3	67.1	78.9	70.7	73.9	74.4	77.4	65.9	76.1	61.2	74.2	72.3	70.3
	30.5	31.8	27.8	28.2	28.0	30.0	28.6	34.7	30.7	23.6	28.1	26.0	34.3
Growth from acquisitions	61	77	33	34	63	23	27	11	22	17	88	43	29
	10.4	15.3	4.8	10.6	7.0	10.0	8.9	23.6	10.5	17.1	9.8	11.9	11.0
	16.3	22.5	9.2	20.7	16.6	17.0	17.8	30.7	18.6	11.9	17.6	17.4	22.3
		c	b		Df			A		a			
Growth from	61	77	33	34	63	23	27	11	22	17	88	43	29
partnerships	13.4	13.0	11.7	15.3	15.0	12.5	8.7	9.5	9.3	13.8	12.0	10.4	15.0
	20.7	18.0	17.9	18.9	21.6	19.9	11.8	14.6	18.1	12.4	18.4	10.8	23.7
Growth from licensing	61	77	33	34	63	23	27	11	22	17	88	43	29
arrangements	7.0	4.7	4.5	3.4	4.1	3.0	5.0	0.9	4.1	7.9	4.0	5.5	3.6
	16.4	11.6	8.0	7.3	11.4	7.0	11.5	3.0	8.7	8.8	11.0	9.7	6.1
								f		d			

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: United States

N=179	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	167	12	12	3	4	5	25	12	21	20	10	29	14
	100.0%	7.2%	7.2%	1.8%	2.4%	3.0%	15.0%	7.2%	12.6%	12.0%	6.0%	17.4%	8.4%
1=1st	151	10	12	1	4	3	17	11	17	19	10	29	10
	89.9%	90.9%	100.0%	50.0%	100.0%	75.0%	77.3%	100.0%	81.0%	95.0%	100.0%	100.0%	83.3%
			c	bgijK		k	K		c	k	c	c	CeFhl	k
2=2nd	13	0	0	1	0	1	3	0	3	1	0	0	2
	7.7%	0.0%	0.0%	50.0%	0.0%	25.0%	13.6%	0.0%	14.3%	5.0%	0.0%	0.0%	16.7%
		c	c	abgijK		k	k		c	k	c	c	Cefhl	k
3=3rd	4	1	0	0	0	0	2	0	1	0	0	0	0
	2.4%	9.1%	0.0%	0.0%	0.0%	0.0%	9.1%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%
Mean	1.1	1.2	1.0	1.5	1.0	1.3	1.3	1.0	1.2	1.1	1.0	1.0	1.2
SD	0.4	0.6	0.0	0.7	0.0	0.5	0.6	0.0	0.5	0.2	0.0	0.0	0.4
				i						c			

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: United States

N=179

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53	63	29	33	63	23	28	11	22	17	88	43	30
	29.8%	35.4%	16.3%	18.5%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st	37	60	21	32	56	20	27	8	18	11	76	31	30
	72.5%	95.2%	100.0%	100.0%	93.3%	87.0%	100.0%	80.0%	94.7%	68.8%	89.4%	83.8%	100.0%
	BCD	A	A	A	F		dF	c		AC		c	b
2=2nd	10	3	0	0	3	2	0	1	1	4	8	3	0
	19.6%	4.8%	0.0%	0.0%	5.0%	8.7%	0.0%	10.0%	5.3%	25.0%	9.4%	8.1%	0.0%
	bcD	a	a	A	f		F			aC			
3=3rd	4	0	0	0	1	1	0	1	0	1	1	3	0
	7.8%	0.0%	0.0%	0.0%	1.7%	4.3%	0.0%	10.0%	0.0%	6.3%	1.2%	8.1%	0.0%
	b	a											
Mean	1.4	1.0	1.0	1.0	1.1	1.2	1.0	1.3	1.1	1.4	1.1	1.2	1.0
SD	0.6	0.2	0.0	0.0	0.3	0.5	0.0	0.7	0.2	0.6	0.4	0.6	0.0
	B	A			f				f	ae			

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Canada

N=179	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	167	12	12	3	4	5	25	12	21	20	10	29	14
	100.0%	7.2%	7.2%	1.8%	2.4%	3.0%	15.0%	7.2%	12.6%	12.0%	6.0%	17.4%	8.4%
1=1st	1	0	0	0	0	0	0	0	0	0	0	0	0
	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2=2nd	34	2	5	0	1	0	5	3	7	1	2	6	1
	75.6%	66.7%	100.0%	0.0%	50.0%	0.0%	83.3%	75.0%	77.8%	100.0%	66.7%	75.0%	100.0%
3=3rd	10	1	0	0	1	0	1	1	2	0	1	2	0
	22.2%	33.3%	0.0%	0.0%	50.0%	0.0%	16.7%	25.0%	22.2%	0.0%	33.3%	25.0%	0.0%
Mean	2.2	2.3	2.0	---	2.5	---	2.2	2.3	2.2	2.0	2.3	2.3	2.0
SD	0.5	0.6	0.0	---	0.7	---	0.4	0.5	0.4	0.0	0.6	0.5	0.0

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Canada

N=179

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53	63	29	33	63	23	28	11	22	17	88	43	30
	29.8%	35.4%	16.3%	18.5%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st	1	0	0	0	0	0	0	0	0	0	0	0	0
	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2=2nd	11	14	2	7	16	8	2	2	4	0	16	4	12
	68.8%	87.5%	40.0%	87.5%	80.0%	100.0%	50.0%	50.0%	100.0%	0.0%	72.7%	66.7%	92.3%
		c	b			f				b			
3=3rd	4	2	3	1	4	0	2	2	0	1	6	2	1
	25.0%	12.5%	60.0%	12.5%	20.0%	0.0%	50.0%	50.0%	0.0%	100.0%	27.3%	33.3%	7.7%
		c	b			f				b			
Mean	2.2	2.1	2.6	2.1	2.2	2.0	2.5	2.5	2.0	3.0	2.3	2.3	2.1
SD	0.5	0.3	0.5	0.4	0.4	0.0	0.6	0.6	0.0	0.0	0.5	0.5	0.3
		c	b										

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Mexico

N=179	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	167 100.0%	12 7.2%	12 7.2%	3 1.8%	4 2.4%	5 3.0%	25 15.0%	12 7.2%	21 12.6%	20 12.0%	10 6.0%	29 17.4%	14 8.4%
1=1st	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd	4 36.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 50.0%	1 100.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%
3=3rd	6 54.5%	1 100.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	2 100.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%
Mean	2.5	3.0	---	---	3.0	2.0	3.0	2.5	2.0	---	2.0	3.0	---
SD	0.7	0.0	---	---	0.0	0.0	0.0	0.7	0.0	---	0.0	0.0	---

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Mexico

N=179

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53	63	29	33	63	23	28	11	22	17	88	43	30
	29.8%	35.4%	16.3%	18.5%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st	0	0	0	1	0	0	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2=2nd	2	0	1	1	2	1	0	1	0	0	2	1	1
	40.0%	0.0%	100.0%	50.0%	100.0%	33.3%	0.0%	100.0%	0.0%	0.0%	33.3%	100.0%	33.3%
3=3rd	3	3	0	0	0	2	1	0	3	0	4	0	2
	60.0%	100.0%	0.0%	0.0%	0.0%	66.7%	100.0%	0.0%	100.0%	0.0%	66.7%	0.0%	66.7%
Mean	2.6	3.0	2.0	1.5	2.0	2.7	3.0	2.0	3.0	---	2.7	2.0	2.7
SD	0.5	0.0	0.0	0.7	0.0	0.6	0.0	0.0	0.0	---	0.5	0.0	0.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: China

N=179	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	167	12	12	3	4	5	25	12	21	20	10	29	14
	100.0%	7.2%	7.2%	1.8%	2.4%	3.0%	15.0%	7.2%	12.6%	12.0%	6.0%	17.4%	8.4%
1=1st	8	1	0	1	0	0	2	0	1	0	0	0	2
	22.9%	25.0%	0.0%	100.0%	0.0%	0.0%	15.4%	0.0%	100.0%	0.0%	0.0%	0.0%	50.0%
2=2nd	11	1	0	0	2	0	5	0	0	0	1	1	0
	31.4%	25.0%	0.0%	0.0%	100.0%	0.0%	38.5%	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%
3=3rd	16	2	1	0	0	1	6	0	0	1	1	1	2
	45.7%	50.0%	100.0%	0.0%	0.0%	100.0%	46.2%	0.0%	0.0%	100.0%	50.0%	50.0%	50.0%
Mean	2.2	2.3	3.0	1.0	2.0	3.0	2.3	---	1.0	3.0	2.5	2.5	2.0
SD	0.8	1.0	0.0	0.0	0.0	0.0	0.8	---	0.0	0.0	0.7	0.7	1.2

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: China

N=179

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53 29.8%	63 35.4%	29 16.3%	33 18.5%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=1st	4 21.1%	0 0.0%	4 40.0%	0 0.0%	0 0.0% f	0 0.0%	1 14.3%	0 0.0%	2 28.6%	4 57.1% a	2 13.3%	5 45.5%	0 0.0%
2=2nd	3 15.8% b	3 75.0% a	4 40.0%	1 50.0%	1 16.7%	2 50.0%	2 28.6%	0 0.0%	4 57.1%	2 28.6%	4 26.7%	3 27.3%	2 40.0%
3=3rd	12 63.2% c	1 25.0%	2 20.0% a	1 50.0%	5 83.3% ef	2 50.0%	4 57.1%	2 100.0%	1 14.3% a	1 14.3% a	9 60.0%	3 27.3%	3 60.0%
Mean	2.4	2.3	1.8	2.5	2.8	2.5	2.4	3.0	1.9	1.6	2.5	1.8	2.6
SD	0.8	0.5	0.8	0.7	0.4 eF	0.6	0.8	0.0	0.7 a	0.8 A	0.7	0.9	0.5

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Japan

N=179	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	167	12	12	3	4	5	25	12	21	20	10	29	14
	100.0%	7.2%	7.2%	1.8%	2.4%	3.0%	15.0%	7.2%	12.6%	12.0%	6.0%	17.4%	8.4%
1=1st	2	0	0	0	0	0	0	1	0	1	0	0	0
	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%
2=2nd	3	3	0	0	0	0	0	0	0	0	0	0	0
	30.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
3=3rd	5	0	0	0	0	0	1	0	1	0	1	1	1
	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	100.0%	100.0%
Mean	2.3	2.0	---	---	---	---	3.0	1.0	3.0	1.0	3.0	3.0	3.0
SD	0.8	0.0	---	---	---	---	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Japan

N=179

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53	63	29	33	63	23	28	11	22	17	88	43	30
	29.8%	35.4%	16.3%	18.5%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st	0	1	1	0	1	0	0	0	0	1	0	2	0
	0.0%	33.3%	50.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	28.6%	0.0%
2=2nd	2	0	1	0	0	2	0	0	0	1	0	3	0
	50.0%	0.0%	50.0%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	33.3%	0.0%	42.9%	0.0%
3=3rd	2	2	0	0	0	1	2	0	1	1	1	2	2
	50.0%	66.7%	0.0%	0.0%	0.0%	33.3%	100.0%	0.0%	100.0%	33.3%	100.0%	28.6%	100.0%
Mean	2.5	2.3	1.5	---	1.0	2.3	3.0	---	3.0	2.0	3.0	2.0	3.0
SD	0.6	1.2	0.7	---	0.0	0.6	0.0	---	0.0	1.0	0.0	0.8	0.0

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Korea

N=179	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	167	12	12	3	4	5	25	12	21	20	10	29	14
	100.0%	7.2%	7.2%	1.8%	2.4%	3.0%	15.0%	7.2%	12.6%	12.0%	6.0%	17.4%	8.4%
1=1st	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2=2nd	2	0	0	0	0	0	0	0	0	0	0	0	1
	66.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
3=3rd	1	0	0	0	0	0	0	0	1	0	0	0	0
	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Mean	2.3	---	---	---	---	---	---	---	3.0	---	---	---	2.0
SD	0.6	---	---	---	---	---	---	---	0.0	---	---	---	0.0

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Korea

N=179	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53	63	29	33	63	23	28	11	22	17	88	43	30
	29.8%	35.4%	16.3%	18.5%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2=2nd	0	0	1	1	0	0	1	0	0	0	0	1	0
	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%
3=3rd	1	0	0	0	0	1	0	0	0	0	1	0	0
	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
Mean	3.0	---	2.0	2.0	---	3.0	2.0	---	---	---	3.0	2.0	---
SD	0.0	---	0.0	0.0	---	0.0	0.0	---	---	---	0.0	0.0	---

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: India

N=179	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	167	12	12	3	4	5	25	12	21	20	10	29	14
	100.0%	7.2%	7.2%	1.8%	2.4%	3.0%	15.0%	7.2%	12.6%	12.0%	6.0%	17.4%	8.4%
1=1st	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2=2nd	3	0	0	0	0	0	0	0	0	0	1	1	0
	27.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	33.3%	0.0%
3=3rd	8	0	0	0	1	1	0	0	1	0	1	2	2
	72.7%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%	0.0%	50.0%	66.7%	100.0%
Mean	2.7	---	---	---	3.0	3.0	---	---	3.0	---	2.5	2.7	3.0
SD	0.5	---	---	---	0.0	0.0	---	---	0.0	---	0.7	0.6	0.0

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: India

N=179

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53 29.8%	63 35.4%	29 16.3%	33 18.5%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=1st	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd	0 0.0%	1 25.0%	1 33.3%	1 50.0%	0 0.0%	1 100.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	2 25.0%	0 0.0%	0 0.0%
3=3rd	2 100.0%	3 75.0%	2 66.7%	1 50.0%	2 100.0%	0 0.0%	3 75.0%	0 0.0%	3 100.0%	0 0.0%	6 75.0%	2 100.0%	0 0.0%
Mean	3.0	2.8	2.7	2.5	3.0	2.0	2.8	---	3.0	---	2.8	3.0	---
SD	0.0	0.5	0.6	0.7	0.0	0.0	0.5	---	0.0	---	0.5	0.0	---

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Russia

N=179	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	167	12	12	3	4	5	25	12	21	20	10	29	14
	100.0%	7.2%	7.2%	1.8%	2.4%	3.0%	15.0%	7.2%	12.6%	12.0%	6.0%	17.4%	8.4%
1=1st	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2=2nd	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
3=3rd	1	0	0	0	0	0	0	0	1	0	0	0	0
	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
Mean	3.0	---	---	---	---	---	---	---	3.0	---	---	---	---
SD	0.0	---	---	---	---	---	---	---	0.0	---	---	---	---

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Russia

N=179

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53 29.8%	63 35.4%	29 16.3%	33 18.5%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=1st	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3=3rd	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%	0 0.0%
Mean	3.0	---	---	---	---	---	---	---	---	3.0	---	3.0	---
SD	0.0	---	---	---	---	---	---	---	---	0.0	---	0.0	---

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Eastern Europe

N=179	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	167	12	12	3	4	5	25	12	21	20	10	29	14
	100.0%	7.2%	7.2%	1.8%	2.4%	3.0%	15.0%	7.2%	12.6%	12.0%	6.0%	17.4%	8.4%
1=1st	2	1	0	0	0	0	0	0	0	0	0	0	1
	16.7%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%
2=2nd	4	0	0	0	0	0	3	0	0	0	0	1	0
	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	60.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%
3=3rd	6	0	1	0	0	0	2	0	0	0	0	1	1
	50.0%	0.0%	100.0%	0.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%
Mean	2.3	1.0	3.0	---	---	---	2.4	---	---	---	---	2.5	2.0
SD	0.8	0.0	0.0	---	---	---	0.5	---	---	---	---	0.7	1.4

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Eastern Europe

N=179

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53	63	29	33	63	23	28	11	22	17	88	43	30
	29.8%	35.4%	16.3%	18.5%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st	2	0	0	0	1	1	0	0	0	0	1	1	0
	28.6%	0.0%	0.0%	0.0%	50.0%	100.0%	0.0%	0.0%	0.0%	0.0%	25.0%	16.7%	0.0%
2=2nd	2	1	1	0	0	0	1	2	1	0	2	2	0
	28.6%	50.0%	50.0%	0.0%	0.0%	0.0%	100.0%	100.0%	33.3%	0.0%	50.0%	33.3%	0.0%
3=3rd	3	1	1	1	1	0	0	0	2	2	1	3	1
	42.9%	50.0%	50.0%	100.0%	50.0%	0.0%	0.0%	0.0%	66.7%	100.0%	25.0%	50.0%	100.0%
Mean	2.1	2.5	2.5	3.0	2.0	1.0	2.0	2.0	2.7	3.0	2.0	2.3	3.0
SD	0.9	0.7	0.7	0.0	1.4	0.0	0.0	0.0	0.6	0.0	0.8	0.8	0.0

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Western Europe

N=179	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	167	12	12	3	4	5	25	12	21	20	10	29	14
	100.0%	7.2%	7.2%	1.8%	2.4%	3.0%	15.0%	7.2%	12.6%	12.0%	6.0%	17.4%	8.4%
1=1st	8	0	0	0	0	1	4	0	2	0	0	0	1
	12.3%	0.0%	0.0%	0.0%	0.0%	100.0% K	28.6%	0.0%	22.2%	0.0%	0.0%	0.0%	25.0% E
2=2nd	38	3	2	0	1	0	8	1	4	3	2	8	3
	58.5%	60.0%	40.0%	0.0%	50.0%	0.0%	57.1%	50.0%	44.4%	75.0%	66.7%	72.7%	75.0%
3=3rd	19	2	3	0	1	0	2	1	3	1	1	3	0
	29.2%	40.0%	60.0%	0.0%	50.0%	0.0%	14.3%	50.0%	33.3%	25.0%	33.3%	27.3%	0.0%
Mean	2.2	2.4	2.6	---	2.5	1.0	1.9	2.5	2.1	2.3	2.3	2.3	1.8
SD	0.6	0.5	0.5	---	0.7	0.0	0.7	0.7	0.8	0.5	0.6	0.5	0.5
			fl					b					b

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Western Europe

N=179

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53	63	29	33	63	23	28	11	22	17	88	43	30
	29.8%	35.4%	16.3%	18.5%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st	6	1	1	0	3	0	0	3	1	1	5	3	0
	21.4%	4.8%	8.3%	0.0%	15.8%	0.0%	0.0%	37.5%	10.0%	10.0%	16.7%	18.8%	0.0%
							d	c					
2=2nd	18	12	6	1	9	2	8	4	5	7	20	8	7
	64.3%	57.1%	50.0%	33.3%	47.4%	66.7%	80.0%	50.0%	50.0%	70.0%	66.7%	50.0%	58.3%
3=3rd	4	8	5	2	7	1	2	1	4	2	5	5	5
	14.3%	38.1%	41.7%	66.7%	36.8%	33.3%	20.0%	12.5%	40.0%	20.0%	16.7%	31.3%	41.7%
	d			a									
Mean	1.9	2.3	2.3	2.7	2.2	2.3	2.2	1.8	2.3	2.1	2.0	2.1	2.4
SD	0.6	0.6	0.7	0.6	0.7	0.6	0.4	0.7	0.7	0.6	0.6	0.7	0.5
	b	a									c		a

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

<u>Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Brazil</u>

N=179

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	167	12	12	3	4	5	25	12	21	20	10	29	14
	100.0%	7.2%	7.2%	1.8%	2.4%	3.0%	15.0%	7.2%	12.6%	12.0%	6.0%	17.4%	8.4%
1=1st	2	0	0	0	0	0	2	0	0	0	0	0	0
	15.4%	0.0%	0.0%	0.0%	0.0%	0.0%	40.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2=2nd	2	0	0	0	0	0	0	0	0	0	0	0	1
	15.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
3=3rd	9	0	0	1	0	0	3	0	1	2	0	0	0
	69.2%	0.0%	0.0%	100.0%	0.0%	0.0%	60.0%	0.0%	100.0%	100.0%	0.0%	0.0%	0.0%
Mean	2.5	---	---	3.0	---	---	2.2	---	3.0	3.0	---	---	2.0
SD	0.8	---	---	0.0	---	---	1.1	---	0.0	0.0	---	---	0.0

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Brazil

N=179

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53	63	29	33	63	23	28	11	22	17	88	43	30
	29.8%	35.4%	16.3%	18.5%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st	1	0	1	0	0	1	0	0	1	0	1	1	0
	20.0%	0.0%	20.0%	0.0%	0.0%	50.0%	0.0%	0.0%	25.0%	0.0%	16.7%	25.0%	0.0%
2=2nd	0	1	1	0	0	0	0	0	1	0	0	1	0
	0.0%	33.3%	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	25.0%	0.0%
3=3rd	4	2	3	0	1	1	0	0	2	3	5	2	0
	80.0%	66.7%	60.0%	0.0%	100.0%	50.0%	0.0%	0.0%	50.0%	100.0%	83.3%	50.0%	0.0%
Mean	2.6	2.7	2.4	---	3.0	2.0	---	---	2.3	3.0	2.7	2.3	---
SD	0.9	0.6	0.9	---	0.0	1.4	---	---	1.0	0.0	0.8	1.0	---

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

<u>**Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Middle East**</u>

| N=179 | Total | Industry Sector | | | | | | | | | | | |
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	167 100.0%	12 7.2%	12 7.2%	3 1.8%	4 2.4%	5 3.0%	25 15.0%	12 7.2%	21 12.6%	20 12.0%	10 6.0%	29 17.4%	14 8.4%
1=1st	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 100.0%
3=3rd	4 66.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	0 0.0%
Mean	2.7	---	---	---	---	---	3.0	---	---	---	---	2.7	2.0
SD	0.5	---	---	---	---	---	0.0	---	---	---	---	0.6	0.0

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Middle East

N=179

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53	63	29	33	63	23	28	11	22	17	88	43	30
	29.8%	35.4%	16.3%	18.5%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st	0	0	0	0	0	0	0	0	0	0	0	0	0
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2=2nd	0	2	0	0	0	0	1	0	1	0	2	0	0
	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	50.0%	0.0%	40.0%	0.0%	0.0%
3=3rd	2	2	0	0	1	2	0	0	1	0	3	0	0
	100.0%	50.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	50.0%	0.0%	60.0%	0.0%	0.0%
Mean	3.0	2.5	---	---	3.0	3.0	2.0	---	2.5	---	2.6	---	---
SD	0.0	0.6	---	---	0.0	0.0	0.0	---	0.7	---	0.5	---	---

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Other

N=179	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	167	12	12	3	4	5	25	12	21	20	10	29	14
	100.0%	7.2%	7.2%	1.8%	2.4%	3.0%	15.0%	7.2%	12.6%	12.0%	6.0%	17.4%	8.4%
1=1st	4	0	0	1	0	1	0	0	1	0	0	0	0
	21.1%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	0.0%
2=2nd	4	0	0	0	0	0	0	0	2	0	1	1	0
	21.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	40.0%	0.0%	50.0%	33.3%	0.0%
3=3rd	11	1	0	0	0	0	2	1	2	0	1	2	1
	57.9%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	100.0%	40.0%	0.0%	50.0%	66.7%	100.0%
Mean	2.4	3.0	---	1.0	---	1.0	3.0	3.0	2.2	---	2.5	2.7	3.0
SD	0.8	0.0	---	0.0	---	0.0	0.0	0.0	0.8	---	0.7	0.6	0.0

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months: Other

N=179

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	53	63	29	33	63	23	28	11	22	17	88	43	30
	29.8%	35.4%	16.3%	18.5%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=1st	2	1	1	0	2	1	0	0	0	0	3	0	0
	40.0%	11.1%	25.0%	0.0%	28.6%	33.3%	0.0%	0.0%	0.0%	0.0%	30.0%	0.0%	0.0%
2=2nd	1	2	1	0	3	0	0	0	1	0	2	1	0
	20.0%	22.2%	25.0%	0.0%	42.9%	0.0%	0.0%	0.0%	50.0%	0.0%	20.0%	33.3%	0.0%
3=3rd	2	6	2	1	2	2	1	3	1	1	5	2	3
	40.0%	66.7%	50.0%	100.0%	28.6%	66.7%	100.0%	100.0%	50.0%	100.0%	50.0%	66.7%	100.0%
Mean	2.0	2.6	2.3	3.0	2.0	2.3	3.0	3.0	2.5	3.0	2.2	2.7	3.0
SD	1.0	0.7	1.0	0.0	0.8	1.2	0.0	0.0	0.7	0.0	0.9	0.6	0.0

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic? Through the internet?

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	249	12	13	3	4	5	25	12	21	20	10	29	14
Percent	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
What % of your firm's	162	11	12	3	4	5	25	12	21	19	8	28	14
sales is domestic?	75.3	64.7	86.9	38.3	71.0	69.0	50.8	95.3	74.5	89.5	73.8	89.7	65.9
	30.6	36.5	17.2	53.9	31.8	44.2	28.5	7.4	27.9	27.8	27.2	12.8	40.0
		GiK	cF	bGiK	gk	k	BGHIK	ACdFhjl	Fgk	acF	gk	ACdeFhjL	gK
What % of your firm's	161	11	11	3	4	4	24	12	21	20	8	29	14
sales is through the	11.2	6.1	36.8	0.0	12.5	4.3	6.3	14.6	13.0	5.9	40.8	5.5	4.5
Internet?	24.8	14.9	40.5	0.0	25.0	7.2	12.7	21.5	29.9	22.3	41.4	19.0	12.0
		bj	aFiKL				BJ			bJ	aFIKL	BJ	BJ

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic? Through the internet?

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Number	62	78	33	35	63	23	28	11	22	17	88	43	30
Percent	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
What % of your firm's sales is domestic?	51 59.1 30.5 BD	58 84.4 24.2 ACd	22 62.1 40.7 BD	30 95.2 9.2 AbC	62 86.6 25.6 dEF	23 78.6 25.9 F	28 76.8 28.1 F	11 66.1 33.0 af	19 64.7 30.7 Af	16 39.2 30.0 ABCde	86 76.1 30.6	43 66.2 36.0 c	30 84.1 18.7 b
What % of your firm's sales is through the Internet?	50 6.4 13.4	59 12.2 27.7	22 12.9 25.4	29 13.2 28.4	62 13.7 28.1	22 8.8 22.7	28 15.3 29.9	11 3.1 6.0	19 5.8 12.9	17 5.1 9.9	88 0.0 0.0	43 4.0 3.5 C	30 54.3 31.7 B

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area.

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Commun- ications Media	Mining Construc- tion	Trans- portation	Energy	Manufact- uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	249	12	13	3	4	5	25	12	21	20	10	29	14
Percent	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
Overall marketing	150	10	8	1	3	3	25	10	19	18	7	23	14
Spending	9.1	-0.7	19.0	0.0	-13.3	33.3	0.8	16.1	11.6	15.5	23.9	8.8	4.3
	24.1	18.4	34.2	---	50.1	57.7	8.3	30.8	19.5	31.9	28.1	22.0	15.4
Internet marketing	137	9	8	1	3	3	22	9	16	17	6	21	14
Spending	11.2	5.4	20.1	0.0	41.7	34.0	5.9	18.9	21.9	6.7	23.3	4.3	4.4
	26.3	8.4	33.2	---	51.1	57.2	7.0	30.8	29.1	26.3	37.9	29.5	20.4
Traditional advertising	120	8	5	1	2	3	23	8	12	15	6	15	13
Spending	1.3	1.5	0.4	0.0	-7.5	34.0	-2.9	12.5	-1.5	4.1	3.3	-4.9	-2.4
	19.8	4.4	3.6	---	10.6	57.2	12.1	35.8	19.8	6.3	24.2	27.2	15.5
Brand building	123	8	6	1	3	3	20	9	13	16	6	17	13
	5.7	7.9	-1.0	0.0	-18.3	32.7	3.2	15.9	5.5	5.1	6.7	5.2	5.2
	15.5	6.1	5.1	---	36.2	58.3	4.2	17.8	16.3	19.8	8.2	7.2	7.5
Customer relationship	120	7	6	1	3	2	18	8	15	13	5	20	14
management	6.5	3.3	5.0	5.0	16.7	50.0	1.8	6.9	4.2	-0.7	26.0	9.8	6.9
	16.1	2.4	7.5	---	11.5	70.7	11.3	8.8	9.0	15.1	41.4	12.0	9.8
New product	124	9	8	1	0	2	22	8	16	14	5	18	13
introductions	10.4	10.1	11.4	0.0	---	50.5	5.1	16.9	13.5	6.4	17.0	9.4	7.5
	20.6	15.9	16.4	---	---	70.0	7.0	34.3	25.4	13.8	32.7	13.3	15.3
New service introductions	113	4	4	1	2	2	19	8	16	12	5	20	12
	6.6	-2.5	1.3	0.0	6.0	0.5	4.2	16.5	14.3	3.4	1.6	10.4	2.3
	15.2	5.0	6.8	---	1.4	0.7	6.3	34.0	27.7	3.8	2.3	9.5	3.1
Marketing (non-sales)	126	8	7	1	2	2	22	9	15	15	5	19	13
Hires	8.2	1.0	3.9	0.0	52.5	100.0	-1.2	-1.2	22.2	1.9	23.0	8.0	5.0
	30.2	22.4	3.5	---	67.2	141.4	11.4	11.5	36.3	30.2	45.8	25.9	9.5
Integrating what we	100	6	5	1	2	1	17	8	10	12	5	17	10
know about marketing	6.0	5.8	5.0	0.0	-20.0	100.0	-0.1	6.1	8.1	3.7	7.0	13.2	3.3
	17.6	7.4	8.4	---	42.4	---	13.4	10.2	18.1	4.1	4.5	23.9	4.7

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area.

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<$25 million	$26-99 million	$100-499 million	$500-999 million	$1-9.9 billion	$10+ billion	0%	1-10%	>10%
Number	62	78	33	35	63	23	28	11	22	17	88	43	30
Percent	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
Overall marketing	50	47	22	31	52	20	25	9	21	11	74	40	23
Spending	6.7	4.6	10.2	19.1	16.3	7.3	6.2	7.3	-3.6	5.9	6.5	8.6	21.8
	21.0	14.6	26.2	34.8	28.1	26.4	18.7	4.9	20.4	7.0	21.1	18.9	39.5
Internet marketing	45	43	20	29	47	18	21	9	20	11	65	37	23
Spending	11.4	9.3	10.8	14.0	17.3	13.3	6.7	7.9	7.2	11.0	8.2	12.9	20.5
	24.5	17.8	27.5	37.6	37.4	24.7	22.7	6.0	7.7	7.9	27.5	20.8	34.5
Traditional advertising	40	37	20	23	35	15	20	9	19	11	55	32	20
Spending	2.6	-3.1	4.3	3.4	5.7	-3.3	-1.4	0.6	-2.9	1.0	2.7	-2.3	2.3
	19.6	19.6	26.6	12.4	26.7	29.8	13.0	5.2	14.1	8.2	16.8	21.1	29.0
Brand building	39	41	19	24	43	16	19	8	17	10	59	34	19
	8.1	3.0	4.9	7.1	8.0	5.9	4.1	4.5	2.9	4.2	5.5	6.2	5.7
	19.0	12.5	18.0	11.8	20.5	17.5	6.2	3.9	17.8	5.2	17.6	10.4	20.0
Customer relationship	36	43	20	21	45	15	16	8	18	9	62	31	18
management	6.6	6.0	2.8	10.7	10.3	7.6	3.6	0.6	5.0	4.1	5.2	6.4	13.5
	19.2	7.8	14.4	23.3	23.9	8.2	5.2	17.8	5.2	5.9	16.9	9.8	23.2
New product	44	38	20	22	41	20	17	9	17	11	62	35	17
introductions	11.3	4.8	16.7	12.4	18.1	8.0	6.2	8.1	2.2	6.2	8.8	10.1	16.5
	21.9	7.9	29.5	22.5	28.9	13.6	12.6	11.0	4.8	5.6	19.3	14.9	29.6
New service introductions	33	42	18	20	42	15	16	8	16	7	57	29	18
	7.6	6.0	8.4	4.4	11.0	6.7	3.3	5.0	2.6	3.3	7.2	5.8	8.2
	19.9	7.9	23.7	7.0	21.8	16.1	5.2	7.1	4.7	3.7	16.3	7.4	23.3
Marketing (non-sales)	42	39	19	26	42	18	21	9	18	8	65	31	20
Hires	8.0	8.9	-3.3	15.9	19.4	1.4	7.9	-2.4	0.5	-2.6	8.9	7.1	9.4
	35.8	26.2	24.7	28.5	45.8	21.5	17.3	19.0	8.9	6.1	37.7	18.5	25.0
Integrating what we	29	33	19	19	38	13	15	5	14	8	50	25	18
know about marketing	5.6	4.7	5.6	9.4	11.0	8.0	2.6	-8.4	1.6	4.0	5.8	8.2	4.6
	21.9	14.6	7.1	22.6	23.6	9.9	3.4	23.4	16.7	4.2	17.3	20.0	18.7

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area.

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Commun-ications Media	Mining Construc-tion	Trans-portation	Energy	Manufact-uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult-ing	Health-care Pharmac.
Developing knowledge about how to do Marketing	96 6.4 17.4	5 5.4 4.6	4 4.3 7.2	1 0.0 ---	3 8.3 2.9	1 100.0 ---	15 -0.9 14.2	8 7.0 11.2	10 6.8 17.1	13 3.9 3.9	5 10.0 12.7	15 9.6 25.3	11 6.2 14.9
Marketing training	94 3.1 22.7	5 2.8 4.1	4 3.8 4.3	1 0.0 ---	2 -50.0 70.7	1 100.0 ---	17 -0.4 13.7	8 5.4 5.7	9 13.0 33.2	12 -5.1 30.1	5 11.0 15.2	15 2.8 3.6	10 6.8 15.5
Marketing research and Intelligence	115 6.2 24.3	10 0.8 11.7	4 -0.8 8.7	1 0.0 ---	2 2.5 3.5	1 100.0 ---	18 -2.6 13.7	8 8.4 9.4	12 18.5 32.0	13 -4.4 29.4	5 12.0 46.2	19 8.4 26.3	13 11.8 18.5
Marketing consulting Services	100 3.5 16.8	6 6.7 8.8	4 -2.0 6.8	1 0.0 ---	2 27.5 31.8	1 0.0 ---	17 -2.8 13.7	7 0.0 5.8	12 12.2 21.6	13 6.6 29.2	5 -15.0 21.2	13 5.8 5.7	12 3.8 6.4

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area.

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<$25 million	$26-99 million	$100-499 million	$500-999 million	$1-9.9 billion	$10+ billion	0%	1-10%	>10%
Developing knowledge	29	33	17	17	39	10	17	6	12	7	49	24	17
about how to do	5.9	3.2	9.2	10.5	11.3	2.5	6.6	-6.8	2.0	4.6	5.5	9.0	6.0
Marketing	23.0	5.5	12.7	24.4	23.1	5.4	13.2	21.2	3.8	6.6	18.2	22.0	8.4
Marketing training	29	33	16	16	35	10	18	5	12	8	49	23	16
	5.4	2.5	-1.5	4.8	5.7	4.4	6.3	-6.6	-7.0	5.5	1.8	4.5	6.0
	21.4	25.4	29.0	9.3	29.9	5.4	12.9	24.6	29.3	6.7	22.5	10.4	37.3
Marketing research and	35	40	21	19	41	14	16	9	16	9	56	32	16
Intelligence	8.1	5.9	0.0	10.4	8.0	10.8	12.0	2.8	-3.4	3.0	4.7	8.7	7.7
	23.5	19.9	26.5	31.2	32.6	18.8	24.7	20.3	17.2	3.5	26.9	21.3	28.8
Marketing consulting	33	33	18	16	34	12	18	8	11	8	52	24	16
Services	2.7	5.0	3.3	2.1	4.1	5.9	1.0	-2.5	0.7	0.0	3.0	5.0	2.9
	16.8	12.8	6.9	29.3	15.9	22.0	3.1	19.6	5.3	10.5	14.9	9.7	30.5

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Overall marketing spending

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Positive	96 64.0%	5 50.0%	5 62.5%	0 0.0%	2 66.7%	1 33.3%	12 48.0% ik	7 70.0%	13 68.4%	15 83.3% f	6 85.7%	18 78.3% f	8 57.1%
0=Zero	29 19.3%	3 30.0% k	1 12.5%	1 100.0% hIK	0 0.0%	2 66.7% hiK	5 20.0%	3 30.0% k	2 10.5% ce	1 5.6% Ce	1 14.3%	1 4.3% aCEgl	4 28.6% k
-1=Negative	25 16.7%	2 20.0%	2 25.0%	0 0.0%	1 33.3%	0 0.0%	8 32.0% g	0 0.0% f	4 21.1%	2 11.1%	0 0.0%	4 17.4%	2 14.3%
Mean	0.5	0.3	0.4	0.0	0.3	0.3	0.2 i	0.7	0.5	0.7 f	0.9	0.6	0.4
SD	0.8	0.8	0.9	0.0	1.2	0.6	0.9	0.5	0.8	0.7	0.4	0.8	0.8

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Overall marketing spending

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Positive	30 60.0%	33 70.2%	11 50.0%	22 71.0%	39 75.0% b	9 45.0% ad	14 56.0%	8 88.9% b	12 57.1%	8 72.7%	44 59.5%	30 75.0%	18 78.3%
0=Zero	10 20.0%	6 12.8%	7 31.8%	6 19.4%	9 17.3%	3 15.0%	5 20.0%	1 11.1%	3 14.3%	2 18.2%	12 16.2%	7 17.5%	3 13.0%
-1=Negative	10 20.0%	8 17.0%	4 18.2%	3 9.7%	4 7.7% Bce	8 40.0% Ad	6 24.0% a	0 0.0% b	6 28.6% a	1 9.1%	18 24.3% b	3 7.5%	2 8.7% a
Mean	0.4	0.5	0.3	0.6	0.7	0.1	0.3	0.9	0.3	0.6	0.4	0.7	0.7
SD	0.8	0.8	0.8	0.7	0.6 Bce	0.9 Ad	0.9 a	0.3 b	0.9 a	0.7	0.9 b	0.6	0.6 a

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Internet marketing spending

N=249	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=Positive	103	5	6	0	3	2	18	9	14	13	5	13	11
	75.2%	55.6%	75.0%	0.0%	100.0%	66.7%	81.8%	100.0%	87.5%	76.5%	83.3%	61.9%	78.6%
		g		gh				ack	c			g	
0=Zero	23	3	1	1	0	1	3	0	1	2	1	4	2
	16.8%	33.3%	12.5%	100.0%	0.0%	33.3%	13.6%	0.0%	6.3%	11.8%	16.7%	19.0%	14.3%
				fghi			c	c	c	c			
-1=Negative	11	1	1	0	0	0	1	0	1	2	0	4	1
	8.0%	11.1%	12.5%	0.0%	0.0%	0.0%	4.5%	0.0%	6.3%	11.8%	0.0%	19.0%	7.1%
Mean	0.7	0.4	0.6	0.0	1.0	0.7	0.8	1.0	0.8	0.6	0.8	0.4	0.7
SD	0.6	0.7	0.7	0.0	0.0	0.6	0.5	0.0	0.5	0.7	0.4	0.8	0.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Internet marketing spending

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Positive	35 77.8%	33 76.7%	15 75.0%	20 69.0%	30 63.8% df	14 77.8%	17 81.0%	9 100.0% a	16 80.0%	11 100.0% a	44 67.7% c	31 83.8%	21 91.3% a
0=Zero	7 15.6%	6 14.0%	4 20.0%	6 20.7%	12 25.5%	1 5.6%	2 9.5%	0 0.0%	4 20.0%	0 0.0%	14 21.5%	4 10.8%	1 4.3%
-1=Negative	3 6.7%	4 9.3%	1 5.0%	3 10.3%	5 10.6%	3 16.7%	2 9.5%	0 0.0%	0 0.0%	0 0.0%	7 10.8%	2 5.4%	1 4.3%
Mean	0.7	0.7	0.7	0.6	0.5	0.6	0.7	1.0	0.8	1.0	0.6	0.8	0.9
SD	0.6	0.6	0.6	0.7	0.7	0.8	0.6	0.0	0.4	0.0	0.7	0.5	0.5

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

<u>Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Traditional advertising spending</u>

N=249	Total	Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
							Industry Sector						
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=Positive	42	3	2	0	0	2	7	4	2	7	2	6	3
	35.0%	37.5%	40.0%	0.0%	0.0%	66.7%	30.4%	50.0%	16.7%	46.7%	33.3%	40.0%	23.1%
0=Zero	49	4	2	1	1	1	7	1	6	8	1	5	7
	40.8%	50.0%	40.0%	100.0%	50.0%	33.3%	30.4%	12.5%	50.0%	53.3%	16.7%	33.3%	53.8%
-1=Negative	29	1	1	0	1	0	9	3	4	0	3	4	3
	24.2%	12.5%	20.0%	0.0%	50.0%	0.0%	39.1%	37.5%	33.3%	0.0%	50.0%	26.7%	23.1%
					i		I		i	dFghJk	I		i
Mean	0.1	0.3	0.2	0.0	-0.5	0.7	-0.1	0.1	-0.2	0.5	-0.2	0.1	0.0
SD	0.8	0.7	0.8	0.0	0.7	0.6	0.8	1.0	0.7	0.5	1.0	0.8	0.7
					i		i		i	dfh			

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Traditional advertising spending

N=249	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Positive	15	10	7	10	9	5	8	3	5	6	18	12	7
	37.5%	27.0%	35.0%	43.5%	25.7%	33.3%	40.0%	33.3%	26.3%	54.5%	32.7%	37.5%	35.0%
0=Zero	16	17	7	9	20	6	7	3	5	3	28	10	6
	40.0%	45.9%	35.0%	39.1%	57.1% e	40.0%	35.0%	33.3%	26.3% a	27.3%	50.9%	31.3%	30.0%
-1=Negative	9	10	6	4	6	4	5	3	9	2	9	10	7
	22.5%	27.0%	30.0%	17.4%	17.1% e	26.7%	25.0%	33.3%	47.4% a	18.2%	16.4%	31.3%	35.0%
Mean	0.2	0.0	0.1	0.3	0.1	0.1	0.2	0.0	-0.2	0.4	0.2	0.1	0.0
SD	0.8	0.7	0.8	0.8	0.7	0.8	0.8	0.9	0.9	0.8	0.7	0.8	0.9

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Brand building

N=249

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Positive	73 59.3%	7 87.5%	2 33.3%	0 0.0%	1 33.3%	1 33.3%	13 65.0%	7 77.8%	8 61.5%	8 50.0%	3 50.0%	12 70.6%	7 53.8%
0=Zero	41 33.3%	1 12.5%	2 33.3%	1 100.0%	1 33.3%	1 33.3%	7 35.0%	2 22.2%	2 15.4%	7 43.8%	3 50.0%	4 23.5%	6 46.2%
-1=Negative	9 7.3%	0 0.0%	2 33.3% fl	0 0.0%	1 33.3% fl	1 33.3% fl	0 0.0% bdeh	0 0.0%	3 23.1% f	1 6.3%	0 0.0%	1 5.9%	0 0.0% bde
Mean	0.5	0.9	0.0	0.0	0.0	0.0	0.7	0.8	0.4	0.4	0.5	0.6	0.5
SD	0.6	0.4 bde	0.9 afg	0.0	1.0 a	1.0 a	0.5 b	0.4 b	0.9	0.6	0.5	0.6	0.5

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Brand building

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Positive	25 64.1%	26 63.4%	10 52.6%	12 50.0%	22 51.2%	10 62.5%	11 57.9%	6 75.0%	12 70.6%	7 70.0%	33 55.9%	22 64.7%	13 68.4%
0=Zero	12 30.8%	10 24.4%	8 42.1%	11 45.8%	19 44.2% b	2 12.5% a	8 42.1%	2 25.0%	4 23.5%	2 20.0%	21 35.6%	10 29.4%	5 26.3%
-1=Negative	2 5.1%	5 12.2%	1 5.3%	1 4.2%	2 4.7% b	4 25.0% ac	0 0.0% b	0 0.0%	1 5.9%	1 10.0%	5 8.5%	2 5.9%	1 5.3%
Mean	0.6	0.5	0.5	0.5	0.5	0.4	0.6	0.8	0.6	0.6	0.5	0.6	0.6
SD	0.6	0.7	0.6	0.6	0.6	0.9	0.5	0.5	0.6	0.7	0.7	0.6	0.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Customer relationship management

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=Positive	79	5	5	1	3	1	12	4	9	8	5	15	9
	65.8%	71.4%	83.3%	100.0%	100.0%	50.0%	66.7%	50.0%	60.0%	61.5%	100.0%	75.0%	64.3%
0=Zero	37	2	1	0	0	1	5	4	4	4	0	5	5
	30.8%	28.6%	16.7%	0.0%	0.0%	50.0%	27.8%	50.0%	26.7%	30.8%	0.0%	25.0%	35.7%
-1=Negative	4	0	0	0	0	0	1	0	2	1	0	0	0
	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	13.3%	7.7%	0.0%	0.0%	0.0%
Mean	0.6	0.7	0.8	1.0	1.0	0.5	0.6	0.5	0.5	0.5	1.0	0.8	0.6
SD	0.6	0.5	0.4	0.0	0.0	0.7	0.6	0.5	0.7	0.7	0.0	0.4	0.5

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Customer relationship management

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Positive	24	30	10	15	29	12	11	4	14	6	39	23	14
	66.7%	69.8%	50.0%	71.4%	64.4%	80.0%	68.8%	50.0%	77.8%	66.7%	62.9%	74.2%	77.8%
0=Zero	10	12	9	6	14	3	5	3	4	2	20	7	4
	27.8%	27.9%	45.0%	28.6%	31.1%	20.0%	31.3%	37.5%	22.2%	22.2%	32.3%	22.6%	22.2%
-1=Negative	2	1	1	0	2	0	0	1	0	1	3	1	0
	5.6%	2.3%	5.0%	0.0%	4.4%	0.0%	0.0%	12.5%	0.0%	11.1%	4.8%	3.2%	0.0%
Mean	0.6	0.7	0.5	0.7	0.6	0.8	0.7	0.4	0.8	0.6	0.6	0.7	0.8
SD	0.6	0.5	0.6	0.5	0.6	0.4	0.5	0.7	0.4	0.7	0.6	0.5	0.4

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: New product introductions

N=249

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=Positive	74	7	7	0	0	2	16	4	11	7	2	10	5
	59.7%	77.8%	87.5%	0.0%	0.0%	100.0%	72.7%	50.0%	68.8%	50.0%	40.0%	55.6%	38.5%
			l										b
0=Zero	46	2	0	1	0	0	5	4	4	6	3	8	8
	37.1%	22.2%	0.0%	100.0%	0.0%	0.0%	22.7%	50.0%	25.0%	42.9%	60.0%	44.4%	61.5%
			cgijkl	b			l	b		b	b	b	bf
-1=Negative	4	0	1	0	0	0	1	0	1	1	0	0	0
	3.2%	0.0%	12.5%	0.0%	0.0%	0.0%	4.5%	0.0%	6.3%	7.1%	0.0%	0.0%	0.0%
Mean	0.6	0.8	0.8	0.0	---	1.0	0.7	0.5	0.6	0.4	0.4	0.6	0.4
SD	0.6	0.4	0.7	0.0	---	0.0	0.6	0.5	0.6	0.6	0.5	0.5	0.5

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: New product introductions

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Positive	32	19	13	10	26	13	7	5	11	8	34	24	11
	72.7%	50.0%	65.0%	45.5%	63.4%	65.0%	41.2%	55.6%	64.7%	72.7%	54.8%	68.6%	64.7%
	bd	a		a									
0=Zero	12	17	6	11	13	6	10	4	5	3	25	10	6
	27.3%	44.7%	30.0%	50.0%	31.7%	30.0%	58.8%	44.4%	29.4%	27.3%	40.3%	28.6%	35.3%
-1=Negative	0	2	1	1	2	1	0	0	1	0	3	1	0
	0.0%	5.3%	5.0%	4.5%	4.9%	5.0%	0.0%	0.0%	5.9%	0.0%	4.8%	2.9%	0.0%
Mean	0.7	0.4	0.6	0.4	0.6	0.6	0.4	0.6	0.6	0.7	0.5	0.7	0.6
SD	0.5	0.6	0.6	0.6	0.6	0.6	0.5	0.5	0.6	0.5	0.6	0.5	0.5
	bd	a		a									

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: New service introductions

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=Positive	68	0	2	0	2	1	11	6	11	7	2	17	6
	60.2%	0.0%	50.0%	0.0%	100.0%	50.0%	57.9%	75.0%	68.8%	58.3%	40.0%	85.0%	50.0%
		fghK		k			a	a	a		k	Acjl	k
0=Zero	41	3	0	1	0	1	8	2	4	5	3	3	6
	36.3%	75.0%	0.0%	100.0%	0.0%	50.0%	42.1%	25.0%	25.0%	41.7%	60.0%	15.0%	50.0%
		k		k							k	acjl	k
-1=Negative	4	1	2	0	0	0	0	0	1	0	0	0	0
	3.5%	25.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%
		fk	FhiKl				aB		b	b		aB	b
Mean	0.6	-0.3	0.0	0.0	1.0	0.5	0.6	0.8	0.6	0.6	0.4	0.9	0.5
SD	0.6	0.5	1.2	0.0	0.0	0.7	0.5	0.5	0.6	0.5	0.5	0.4	0.5
		FGhiKl	K				A	A	a	a	k	ABjl	ak

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: New service introductions

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Positive	18	30	9	11	29	6	10	4	11	4	33	20	11
	54.5%	71.4%	50.0%	55.0%	69.0%	40.0%	62.5%	50.0%	68.8%	57.1%	57.9%	69.0%	61.1%
0=Zero	14	10	8	9	11	8	6	4	4	3	21	9	6
	42.4%	23.8%	44.4%	45.0%	26.2%	53.3%	37.5%	50.0%	25.0%	42.9%	36.8%	31.0%	33.3%
-1=Negative	1	2	1	0	2	1	0	0	1	0	3	0	1
	3.0%	4.8%	5.6%	0.0%	4.8%	6.7%	0.0%	0.0%	6.3%	0.0%	5.3%	0.0%	5.6%
Mean	0.5	0.7	0.4	0.6	0.6	0.3	0.6	0.5	0.6	0.6	0.5	0.7	0.6
SD	0.6	0.6	0.6	0.5	0.6	0.6	0.5	0.5	0.6	0.5	0.6	0.5	0.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Marketing (non-sales) hires

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Positive	58 46.0%	2 25.0%	5 71.4%	0 0.0%	2 100.0%	1 50.0%	8 36.4%	3 33.3%	9 60.0%	9 60.0%	3 60.0%	7 36.8%	5 38.5%
0=Zero	52 41.3%	3 37.5%	2 28.6%	1 100.0% h	0 0.0%	1 50.0%	10 45.5% h	5 55.6% h	2 13.3% cfgkl	5 33.3%	1 20.0%	10 52.6% h	8 61.5% h
-1=Negative	16 12.7%	3 37.5% l	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 18.2%	1 11.1%	4 26.7%	1 6.7%	1 20.0%	2 10.5%	0 0.0% a
Mean	0.3	-0.1	0.7	0.0	1.0	0.5	0.2	0.2	0.3	0.5	0.4	0.3	0.4
SD	0.7	0.8 bi	0.5 a	0.0	0.0	0.7	0.7	0.7	0.9	0.6 a	0.9	0.7	0.5

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Marketing (non-sales) hires

N=249	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Positive	21	15	4	18	22	6	10	3	9	2	27	16	10
	50.0%	38.5%	21.1%	69.2%	52.4%	33.3%	47.6%	33.3%	50.0%	25.0%	41.5%	51.6%	50.0%
	c	d	aD	bC									
0=Zero	13	21	12	6	17	7	10	5	7	2	29	11	7
	31.0%	53.8%	63.2%	23.1%	40.5%	38.9%	47.6%	55.6%	38.9%	25.0%	44.6%	35.5%	35.0%
	bc	ad	aD	bC									
-1=Negative	8	3	3	2	3	5	1	1	2	4	9	4	3
	19.0%	7.7%	15.8%	7.7%	7.1%	27.8%	4.8%	11.1%	11.1%	50.0%	13.8%	12.9%	15.0%
					bF	a	F		f	ACe			
Mean	0.3	0.3	0.1	0.6	0.5	0.1	0.4	0.2	0.4	-0.3	0.3	0.4	0.4
SD	0.8	0.6	0.6	0.6	0.6	0.8	0.6	0.7	0.7	0.9	0.7	0.7	0.7
			D	C	bF	a	f			Ac			

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Integrating what we know about marketing

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Positive	61 61.0%	4 66.7%	4 80.0%	0 0.0%	1 50.0%	1 100.0%	10 58.8%	4 50.0%	4 40.0% k	8 66.7%	4 80.0%	14 82.4% h	5 50.0%
0=Zero	36 36.0%	2 33.3%	1 20.0%	1 100.0%	0 0.0%	0 0.0%	6 35.3%	4 50.0%	5 50.0%	4 33.3%	1 20.0%	3 17.6%	5 50.0%
-1=Negative	3 3.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0% iKl	0 0.0%	1 5.9%	0 0.0%	1 10.0%	0 0.0% d	0 0.0%	0 0.0% D	0 0.0% d
Mean	0.6	0.7	0.8	0.0	0.0	1.0	0.5	0.5	0.3	0.7	0.8	0.8	0.5
SD	0.6	0.5	0.4	0.0	1.4 k	0.0	0.6	0.5	0.7 k	0.5	0.4	0.4 dh	0.5

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Integrating what we know about marketing

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Positive	15 51.7%	22 66.7%	12 63.2%	12 63.2%	22 57.9%	9 69.2%	9 60.0%	2 40.0%	11 78.6%	5 62.5%	31 62.0%	17 68.0%	10 55.6%
0=Zero	13 44.8%	9 27.3%	7 36.8%	7 36.8%	15 39.5%	4 30.8%	6 40.0%	2 40.0%	2 14.3%	3 37.5%	17 34.0%	8 32.0%	7 38.9%
-1=Negative	1 3.4%	2 6.1%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	0 0.0%	1 20.0%	1 7.1%	0 0.0%	2 4.0%	0 0.0%	1 5.6%
Mean	0.5	0.6	0.6	0.6	0.6	0.7	0.6	0.2	0.7	0.6	0.6	0.7	0.5
SD	0.6	0.6	0.5	0.5	0.6	0.5	0.5	0.8	0.6	0.5	0.6	0.5	0.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Developing knowledge about how to do marketing

N=249	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=Positive	54	4	2	0	3	1	7	4	5	9	3	9	5
	56.3%	80.0%	50.0%	0.0%	100.0%	100.0%	46.7%	50.0%	50.0%	69.2%	60.0%	60.0%	45.5%
0=Zero	38	1	2	1	0	0	7	3	3	4	2	6	6
	39.6%	20.0%	50.0%	100.0%	0.0%	0.0%	46.7%	37.5%	30.0%	30.8%	40.0%	40.0%	54.5%
-1=Negative	4	0	0	0	0	0	1	1	2	0	0	0	0
	4.2%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	12.5%	20.0%	0.0%	0.0%	0.0%	0.0%
Mean	0.5	0.8	0.5	0.0	1.0	1.0	0.4	0.4	0.3	0.7	0.6	0.6	0.5
SD	0.6	0.4	0.6	0.0	0.0	0.0	0.6	0.7	0.8	0.5	0.5	0.5	0.5

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Developing knowledge about how to do marketing

N=249	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Positive	14 48.3%	18 54.5%	13 76.5%	9 52.9%	25 64.1% b	2 20.0% ac	11 64.7% b	3 50.0%	6 50.0%	5 71.4%	26 53.1%	16 66.7%	9 52.9%
0=Zero	12 41.4%	14 42.4%	4 23.5%	8 47.1%	13 33.3% b	8 80.0% acf	6 35.3% b	2 33.3%	5 41.7%	1 14.3% b	21 42.9%	7 29.2%	7 41.2%
-1=Negative	3 10.3%	1 3.0%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	0 0.0%	1 16.7%	1 8.3%	1 14.3%	2 4.1%	1 4.2%	1 5.9%
Mean	0.4	0.5	0.8	0.5	0.6	0.2	0.6	0.3	0.4	0.6	0.5	0.6	0.5
SD	0.7 c	0.6	0.4 a	0.5	0.5 b	0.4 ac	0.5 b	0.8	0.7	0.8	0.6	0.6	0.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Marketing training

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Positive	50 53.2%	3 60.0%	3 75.0%	0 0.0%	0 0.0%	1 100.0%	10 58.8%	5 62.5%	5 55.6%	8 66.7%	2 40.0%	7 46.7%	5 50.0%
0=Zero	40 42.6%	2 40.0%	1 25.0%	1 100.0%	1 50.0%	0 0.0%	6 35.3%	3 37.5%	3 33.3%	3 25.0%	3 60.0%	8 53.3%	5 50.0%
-1=Negative	4 4.3%	0 0.0%	0 0.0%	0 0.0%	1 50.0% kl	0 0.0%	1 5.9%	0 0.0%	1 11.1%	1 8.3%	0 0.0%	0 0.0% d	0 0.0% d
Mean	0.5	0.6	0.8	0.0	-0.5	1.0	0.5	0.6	0.4	0.6	0.4	0.5	0.5
SD	0.6	0.5	0.5	0.0	0.7 fgkl	0.0	0.6 d	0.5 d	0.7	0.7	0.5	0.5 d	0.5 d

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Marketing training

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Positive	18	18	8	6	14	6	11	3	8	6	24	14	11
	62.1%	54.5%	50.0%	37.5%	40.0%	60.0%	61.1%	60.0%	66.7%	75.0%	49.0%	60.9%	68.8%
0=Zero	10	13	7	10	19	4	7	1	3	2	22	9	4
	34.5%	39.4%	43.8%	62.5%	54.3%	40.0%	38.9%	20.0%	25.0%	25.0%	44.9%	39.1%	25.0%
-1=Negative	1	2	1	0	2	0	0	1	1	0	3	0	1
	3.4%	6.1%	6.3%	0.0%	5.7%	0.0%	0.0%	20.0%	8.3%	0.0%	6.1%	0.0%	6.3%
Mean	0.6	0.5	0.4	0.4	0.3	0.6	0.6	0.4	0.6	0.8	0.4	0.6	0.6
SD	0.6	0.6	0.6	0.5	0.6	0.5	0.5	0.9	0.7	0.5	0.6	0.5	0.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Marketing research and intelligence

N=249

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Positive	66 57.4%	6 60.0%	2 50.0%	0 0.0%	1 50.0%	1 100.0%	7 38.9% gk	7 87.5% fi	8 66.7%	4 30.8% gk	4 80.0%	14 73.7% fi	7 53.8%
0=Zero	38 33.0%	3 30.0%	0 0.0%	1 100.0%	1 50.0%	0 0.0%	8 44.4%	1 12.5%	3 25.0%	7 53.8%	0 0.0%	4 21.1%	6 46.2%
-1=Negative	11 9.6%	1 10.0%	2 50.0% kl	0 0.0%	0 0.0%	0 0.0%	3 16.7%	0 0.0%	1 8.3%	2 15.4%	1 20.0%	1 5.3% b	0 0.0% b
Mean	0.5	0.5	0.0	0.0	0.5	1.0	0.2	0.9	0.6	0.2	0.6	0.7	0.5
SD	0.7	0.7	1.2	0.0	0.7	0.0	0.7 gk	0.4 fi	0.7	0.7 gk	0.9	0.6 fi	0.5

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Marketing research and intelligence

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Positive	22 62.9%	23 57.5%	10 47.6%	11 57.9%	23 56.1%	9 64.3%	8 50.0%	8 88.9% e	7 43.8%	5 55.6% d	29 51.8%	19 59.4%	11 68.8%
0=Zero	9 25.7%	14 35.0%	8 38.1%	7 36.8%	14 34.1% d	4 28.6%	7 43.8% d	0 0.0% acf	5 31.3%	4 44.4% d	20 35.7%	11 34.4%	3 18.8%
-1=Negative	4 11.4%	3 7.5%	3 14.3%	1 5.3%	4 9.8%	1 7.1%	1 6.3%	1 11.1%	4 25.0%	0 0.0%	7 12.5%	2 6.3%	2 12.5%
Mean	0.5	0.5	0.3	0.5	0.5	0.6	0.4	0.8	0.2	0.6	0.4	0.5	0.6
SD	0.7	0.6	0.7	0.6	0.7	0.6	0.6	0.7	0.8	0.5	0.7	0.6	0.7

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Marketing consulting services

N=249

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=Positive	39	3	2	0	2	0	4	1	8	4	0	9	4
	39.0%	50.0%	50.0%	0.0%	100.0%	0.0%	23.5%	14.3%	66.7%	30.8%	0.0%	69.2%	33.3%
					fj		dhk	hk	fgj		dhk	fgj	
0=Zero	47	3	0	1	0	1	9	5	2	7	2	4	8
	47.0%	50.0%	0.0%	100.0%	0.0%	100.0%	52.9%	71.4%	16.7%	53.8%	40.0%	30.8%	66.7%
			gl					bh	gl				bh
-1=Negative	14	0	2	0	0	0	4	1	2	2	3	0	0
	14.0%	0.0%	50.0%	0.0%	0.0%	0.0%	23.5%	14.3%	16.7%	15.4%	60.0%	0.0%	0.0%
			kl								KL	bJ	bJ
Mean	0.3	0.5	0.0	0.0	1.0	0.0	0.0	0.0	0.5	0.2	-0.6	0.7	0.3
SD	0.7	0.5	1.2	0.0	0.0	0.0	0.7	0.6	0.8	0.7	0.5	0.5	0.5
		J					K	k	j	jk	AhiKL	FgiJ	J

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

Relative to the prior 12 months, note your company's percentage change in spending during the next 12 months in each area: Marketing consulting services

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Positive	11 33.3%	19 57.6% d	6 33.3%	3 18.8% b	13 38.2%	6 50.0%	4 22.2%	4 50.0%	5 45.5%	3 37.5%	19 36.5%	11 45.8%	7 43.8%
0=Zero	15 45.5%	11 33.3% d	10 55.6%	11 68.8% b	17 50.0%	3 25.0% c	13 72.2% be	3 37.5%	3 27.3% c	3 37.5%	28 53.8% c	10 41.7%	4 25.0% a
-1=Negative	7 21.2%	3 9.1%	2 11.1%	2 12.5%	4 11.8%	3 25.0%	1 5.6%	1 12.5%	3 27.3%	2 25.0%	5 9.6% c	3 12.5%	5 31.3% a
Mean	0.1	0.5	0.2	0.1	0.3	0.3	0.2	0.4	0.2	0.1	0.3	0.3	0.1
SD	0.7 b	0.7 ad	0.6	0.6 b	0.7	0.9	0.5	0.7	0.9	0.8	0.6	0.7	0.9

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 3: Marketing Spending

What percentage of your firm's overall budget does marketing currently account for?

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Commun- ications Media	Mining Construc- tion	Trans- portation	Energy	Manufact- uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	249	12	13	3	4	5	25	12	21	20	10	29	14
Percent	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
Percent	145	11	10	3	3	4	23	12	19	19	6	21	14
	10.0	7.7	27.3	5.0	0.7	4.0	6.9	9.4	13.4	7.4	10.9	10.8	6.9
	15.5	4.8	33.4	0.0	0.6	2.0	7.3	13.8	22.3	7.5	9.1	17.6	5.2

Topic 3: Marketing Spending

What percentage of your firm's overall budget does marketing currently account for?

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<$25 million	$26-99 million	$100-499 million	$500-999 million	$1-9.9 billion	$10+ billion	0%	1-10%	>10%
Number	62	78	33	35	63	23	28	11	22	17	88	43	30
Percent	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
Percent	48	50	21	26	55	21	22	10	20	15	75	40	27
	7.0	11.1	11.6	12.1	11.3	14.6	10.0	7.8	3.1	6.6	8.7	7.9	16.9
	5.8	19.7	11.0	21.0	16.6	22.7	16.8	6.0	2.6	7.4	15.0	8.9	22.6

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Commun-ications Media	Mining Construc-tion	Trans-portation	Energy	Manufact-uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult-ing	Health-care Pharmac.
Number	249	12	13	3	4	5	25	12	21	20	10	29	14
Percent	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
Market share	164	12	11	2	3	2	23	11	19	19	8	22	13
	2.4	3.9	2.0	3.0	-1.3	2.5	2.9	2.8	3.9	2.3	2.8	2.3	2.7
	4.0	4.7	3.3	5.7	7.5	10.6	3.6	2.0	5.6	3.4	3.8	3.3	3.6
Firm sales	177	12	11	2	4	3	25	11	20	20	9	25	14
	3.8	5.5	2.6	2.5	5.0	3.3	5.5	5.2	3.5	3.3	5.1	2.8	4.3
	6.2	5.1	7.2	10.6	10.0	11.5	6.6	4.1	8.2	5.5	3.5	6.0	5.7
Marketing ROI	150	11	9	2	3	3	22	10	18	15	8	21	12
	3.0	2.4	0.9	5.0	5.0	5.0	3.4	3.2	3.8	3.3	6.0	2.5	2.9
	4.6	1.9	2.8	7.1	8.7	5.0	4.5	3.9	5.4	4.1	3.9	6.3	3.9
Firm profits	168	12	11	2	4	3	25	10	16	20	9	25	12
	3.4	4.8	1.6	2.5	8.8	1.7	6.0	3.1	3.0	3.8	3.8	2.0	4.7
	5.7	5.0	4.8	10.6	2.5	10.4	4.8	6.3	7.0	5.1	3.2	5.5	4.0
Customer acquisition	165	11	11	2	3	3	22	11	18	20	9	25	13
	3.2	3.5	1.8	3.5	1.0	0.3	3.5	3.5	4.2	3.0	4.2	2.5	5.1
	4.7	4.4	4.6	4.9	10.1	10.0	4.6	1.8	6.1	4.1	3.2	5.1	4.2
Customer retention	166	11	11	2	3	3	22	11	19	20	9	24	13
	1.7	1.6	2.2	2.0	0.0	-5.0	3.0	1.9	2.0	-0.3	1.1	2.2	3.2
	4.9	5.8	5.9	4.2	10.0	5.0	4.4	3.4	5.8	3.5	3.7	5.5	3.5
Brand value	147	9	9	2	2	3	22	11	17	16	9	19	12
	3.5	3.7	5.6	1.0	-4.5	0.3	2.9	3.6	3.9	4.3	4.6	3.9	3.7
	4.6	3.9	5.3	2.8	7.8	10.0	3.7	3.9	5.8	4.1	4.3	5.2	3.5

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<$25 million	$26-99 million	$100-499 million	$500-999 million	$1-9.9 billion	$10+ billion	0%	1-10%	>10%
Number Percent	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
Market share	54 2.6 3.9	53 2.3 4.6	26 2.4 3.9	30 2.3 3.6	48 2.0 4.2	23 2.4 4.5	26 3.3 3.1	11 2.8 2.9	19 2.8 4.6	16 4.4 3.6	75 3.0 4.3	40 2.8 3.4	28 2.2 4.0
Firm sales	56 4.1 7.4	61 4.0 5.6	29 4.0 5.4	30 2.9 6.1	56 3.1 6.5	23 3.1 6.7	27 4.7 6.6	11 6.0 5.0	21 4.4 6.2	16 5.8 5.7	82 3.6 6.3	42 4.6 6.7	29 4.5 6.0
Marketing ROI	46 3.4 4.8	50 2.3 5.1	26 2.8 3.3	28 3.9 4.0	45 3.0 4.9	20 2.7 4.9	24 3.4 4.6	9 3.1 1.8	19 2.4 5.1	15 5.3 4.2	68 3.1 5.2	39 2.7 4.0	25 4.4 3.9
Firm profits	51 4.4 6.3	59 3.4 5.5	28 3.5 5.0	29 1.9 5.5	51 2.4 6.1	23 1.4 5.0	27 4.1 5.5	10 6.1 4.5	21 5.9 3.9	15 6.9 2.9	78 3.5 5.7	40 4.3 5.4	28 4.0 4.9
Customer acquisition	52 3.9 5.1	59 2.8 4.6	26 3.3 3.6	27 2.4 5.1	54 2.6 5.1	22 3.3 4.7	27 3.1 4.5	11 3.7 3.7	18 4.2 5.3	14 4.3 4.3	78 3.6 4.9	41 3.5 5.0	27 2.1 3.9
Customer retention	51 0.9 5.3	60 2.6 5.2	26 2.6 4.4	28 0.4 3.5	53 1.3 4.9	23 1.4 4.4	27 0.6 4.8	11 2.7 4.5	18 2.6 6.3	14 3.9 4.4	78 1.5 5.1	41 2.1 4.8	27 1.4 4.4
Brand value	48 3.4 4.7	49 3.7 5.4	24 2.8 3.4	25 4.4 3.4	48 3.8 5.5	19 3.2 3.8	24 4.4 4.4	8 2.8 1.9	18 2.7 5.2	14 4.0 3.9	65 3.8 5.1	40 3.5 4.1	24 3.5 4.8

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months?

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Commun-ications Media	Mining Construc-tion	Trans-portation	Energy	Manufact-uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult-ing	Health-care Pharmac.
Number	249	12	13	3	4	5	25	12	21	20	10	29	14
Percent	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
Market share	162	12	11	2	3	2	23	11	19	18	8	22	13
	4.9	4.9	5.3	4.0	4.3	10.0	3.8	4.8	6.4	3.7	5.1	5.3	6.2
	3.6	3.9	4.1	4.2	5.1	0.0	3.1	2.9	4.4	2.4	3.8	3.2	4.1
Firm sales	173	12	10	2	4	3	24	11	20	20	9	25	14
	6.8	7.2	5.7	4.0	6.8	7.7	7.5	7.1	7.0	6.8	7.2	7.2	6.3
	3.9	3.9	6.4	1.4	4.7	4.0	3.2	3.0	5.2	3.0	2.8	3.0	4.5
Marketing ROI	148	11	9	2	3	3	21	10	18	15	8	21	12
	5.3	4.4	2.4	5.5	9.0	7.7	4.7	4.7	6.6	5.9	6.9	6.4	4.8
	3.8	2.9	3.2	6.4	1.7	4.0	3.6	3.5	4.2	3.6	3.9	3.4	3.6
Firm profits	166	12	11	2	4	3	24	10	16	20	9	25	12
	6.0	7.5	5.6	1.5	9.3	5.3	6.5	6.8	5.6	6.1	6.3	6.2	6.3
	4.1	2.7	5.8	2.1	1.5	4.0	3.4	4.6	4.6	4.0	3.7	3.1	4.4
Customer acquisition	164	11	11	2	3	3	22	11	18	20	9	25	13
	6.1	4.7	7.3	4.0	3.3	7.0	4.6	6.2	7.2	6.0	6.1	6.6	6.7
	3.8	3.7	3.6	4.2	11.5	5.2	3.4	2.8	3.8	4.1	3.6	3.4	3.3
Customer retention	166	11	11	2	3	3	22	11	19	20	9	25	13
	4.2	4.2	5.0	3.0	8.3	6.7	3.7	5.7	4.1	2.0	4.1	4.7	4.8
	4.2	3.8	4.7	2.8	2.9	5.8	3.9	3.5	4.2	3.8	4.6	3.9	3.7
Brand value	146	9	9	2	2	3	21	11	17	16	9	19	12
	5.8	5.9	6.6	2.0	-3.5	7.0	4.6	7.1	6.9	4.6	6.4	6.3	5.2
	3.8	3.6	4.3	1.4	9.2	5.2	3.2	3.1	4.0	3.3	3.7	3.5	3.5

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months?

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<$25 million	$26-99 million	$100-499 million	$500-999 million	$1-9.9 billion	$10+ billion	0%	1-10%	>10%
Number	62	78	33	35	63	23	28	11	22	17	88	43	30
Percent	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
Market share	53	53	26	29	47	23	26	11	19	16	75	39	28
	4.6	5.9	4.7	3.8	5.4	4.4	4.8	5.5	4.5	5.2	5.0	4.7	5.7
	3.3	3.9	3.5	3.3	4.0	3.4	3.3	3.4	3.8	2.9	3.7	3.5	3.4
Firm sales	55	60	27	30	55	23	27	11	20	16	82	41	28
	7.2	6.9	6.4	6.0	7.4	7.6	6.0	8.2	5.8	6.3	6.4	7.5	7.9
	4.1	4.2	3.2	3.8	3.8	3.1	5.1	3.0	3.7	2.8	4.2	3.2	3.3
Marketing ROI	46	50	24	28	45	20	24	9	18	15	68	38	25
	5.5	5.0	5.1	5.6	5.9	4.3	4.7	5.9	4.9	6.9	4.9	5.9	6.2
	4.1	4.4	2.4	3.3	4.1	4.1	3.5	2.6	3.5	2.4	3.9	3.4	3.6
Firm profits	51	59	26	29	51	23	27	10	20	15	78	39	28
	6.0	6.1	6.7	5.2	6.2	4.9	6.0	8.1	6.8	6.9	5.6	6.9	7.6
	4.2	4.0	3.5	4.5	4.2	3.4	4.6	3.2	3.0	3.0	4.2	3.4	3.0
Customer acquisition	52	59	25	27	54	22	27	11	18	14	78	41	27
	6.1	6.0	6.7	5.6	6.8	5.0	5.7	6.6	5.7	5.0	6.1	5.9	6.3
	3.9	4.2	2.8	3.6	3.7	3.6	3.4	3.1	5.3	3.7	3.8	3.5	4.5
Customer retention	51	61	25	28	54	23	27	11	18	14	79	41	27
	3.6	5.0	4.5	3.5	5.0	3.0	2.5	5.1	5.4	4.6	3.9	4.4	5.0
	4.2	4.3	4.5	3.7	4.2	3.6	3.7	4.4	3.8	4.0	4.0	4.1	3.9
Brand value	48	49	23	25	48	19	24	8	17	14	65	39	24
	5.6	6.6	5.3	4.8	6.3	4.9	5.9	7.8	3.9	4.8	5.6	5.7	6.0
	3.6	4.3	3.7	3.1	3.9	3.5	3.4	2.5	4.9	3.5	3.8	3.4	4.8

Topic 5: Social Media

What percent of your marketing budget do you spend on special media?

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Commun-ications Media	Mining Construc-tion	Trans-portation	Energy	Manufact-uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult-ing	Health-care Pharmac.
Number Percent	249 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
What percent of your marketing budget do you currently spend on social media?	172 7.1 12.3	12 6.0 7.2	12 5.4 6.6	2 7.5 3.5	4 19.5 20.9	5 2.8 2.3	24 4.2 5.6	12 9.1 10.1	21 9.9 17.8	20 4.2 7.9	9 15.1 12.9	28 8.2 19.1	14 4.9 7.4
What percent will you spend in the next 12 months?	171 10.1 14.4	12 10.2 9.4	12 8.2 13.4	2 7.5 3.5	4 26.3 25.0	5 5.2 4.8	24 6.3 7.5	12 13.2 15.4	20 14.7 18.9	20 6.8 11.0	9 19.9 17.9	28 10.4 19.5	14 6.4 8.0
What percent do you predict you will spend in five years?	169 17.5 19.0	11 18.7 15.1	12 16.3 21.3	1 5.0 ---	4 43.8 36.4	5 9.6 10.3	24 11.1 11.7	12 22.6 21.6	21 23.4 22.0	20 14.6 16.3	8 31.9 25.3	28 16.7 20.7	14 11.4 11.4

Topic 5: Social Media

What percent of your marketing budget do you spend on special media?

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<$25 million	$26-99 million	$100-499 million	$500-999 million	$1-9.9 billion	$10+ billion	0%	1-10%	>10%
Number	62	78	33	35	63	23	28	11	22	17	88	43	30
Percent	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
What percent of your marketing budget do you currently spend on social media?	51 4.2 6.0	61 8.6 17.1	26 10.5 12.5	32 5.9 7.3	62 8.7 17.1	23 8.4 10.4	27 5.7 7.4	11 6.1 5.7	22 3.0 3.5	16 9.2 13.3	86 6.7 13.3	42 5.5 7.0	30 12.0 16.1
What percent will you spend in the next 12 months?	50 7.0 8.3	61 11.5 18.5	26 13.6 16.0	32 9.4 11.1	61 12.8 19.3	23 11.0 13.6	27 7.7 8.9	11 9.1 7.7	22 4.8 3.9	16 12.8 16.7	86 9.4 14.9	41 8.4 10.1	30 16.4 18.9
What percent do you predict you will spend in five years?	51 13.4 14.0	61 18.3 22.3	24 24.0 21.9	32 17.3 16.1	61 21.6 24.0	23 19.9 19.2	26 12.7 12.3	11 15.7 12.9	21 10.4 8.5	16 19.8 22.1	85 16.4 19.1	42 15.2 15.4	29 27.2 23.8

Topic 5: Social Media

In-house vs. outsourcing of social media activities

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Commun-ications Media	Mining Construc-tion	Trans-portation	Energy	Manufact-uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult-ing	Health-care Pharmac.
Number	249	12	13	3	4	5	25	12	21	20	10	29	14
Percent	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
How many of people does your firm employ in-house to do social media?	171 2.0 4.8	12 3.0 5.8	12 1.6 1.8	2 1.0 0.0	4 3.0 4.7	5 0.9 1.0	25 3.9 9.9	12 1.5 1.0	21 2.5 5.6	20 0.9 1.0	10 2.8 3.0	26 1.3 2.2	13 0.7 0.9
What percentage of these social media employees are within marketing?	162 59.1 46.6	10 37.1 45.1	12 61.8 46.8	2 100.0 0.0	3 100.0 0.0	5 60.0 54.8	25 64.2 47.9	12 69.6 45.4	19 55.3 43.9	18 61.5 49.7	9 45.8 45.0	26 60.9 47.8	12 46.7 49.1
How many of people does your firm employ from other companies to perform social media activities?	161 1.9 8.5	12 9.4 28.6	12 0.3 0.7	2 0.0 0.0	3 0.7 1.2	5 1.7 1.6	23 2.7 6.4	12 2.5 4.8	20 1.4 3.4	18 0.6 1.2	8 2.9 3.2	25 0.3 1.0	13 0.8 1.4

Topic 5: Social Media

In-house vs. outsourcing of social media activities

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<$25 million	$26-99 million	$100-499 million	$500-999 million	$1-9.9 billion	$10+ billion	0%	1-10%	>10%
Number	62	78	33	35	63	23	28	11	22	17	88	43	30
Percent	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
How many of people does your firm employ in-house to do social media?	52 2.0 4.0	59 1.3 1.7	26 4.9 10.2	32 1.1 1.2	60 0.7 0.9	22 1.7 1.9	28 1.4 1.8	11 2.5 2.9	22 1.8 2.3	16 8.9 13.2	83 1.2 1.9	43 4.0 8.7	30 1.5 2.1
What percentage of these social media employees are within marketing?	50 58.6 47.5	56 60.3 46.9	24 53.8 46.8	30 65.4 45.4	53 53.5 48.1	22 54.3 44.3	27 65.6 46.7	11 63.6 50.5	21 58.1 47.1	16 65.3 45.1	79 55.3 48.1	40 69.2 42.4	28 52.8 47.5
How many of people does your firm employ from other companies to perform social media activities?	51 1.2 3.5	57 0.7 1.6	23 7.4 20.9	29 1.5 2.9	56 0.2 0.6	21 0.6 1.2	27 1.0 2.0	11 2.2 3.2	20 1.4 1.7	15 12.9 25.4	78 0.6 1.2	40 5.4 16.4	29 0.9 2.0

Topic 5: Social Media

How well is social media integrated with your firm's strategy: How effectively is social media linked to your firm's overall strategy?

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
1=Not At All Effectively	39	1	1	0	3	1	6	2	6	6	0	8	3
	22.3%	9.1%	8.3%	0.0%	75.0%	20.0%	24.0%	16.7%	28.6%	30.0%	0.0%	27.6%	21.4%
		d	d		abgJ			d			D		
2=	32	4	0	2	0	1	8	1	1	4	2	5	4
	18.3%	36.4%	0.0%	66.7%	0.0%	20.0%	32.0%	8.3%	4.8%	20.0%	20.0%	17.2%	28.6%
		bh	aCf	BgH			bh	c	aCf				
3=	21	2	1	0	0	1	2	2	4	1	1	3	2
	12.0%	18.2%	8.3%	0.0%	0.0%	20.0%	8.0%	16.7%	19.0%	5.0%	10.0%	10.3%	14.3%
4=	30	2	4	1	0	2	4	4	3	4	3	2	0
	17.1%	18.2%	33.3%	33.3%	0.0%	40.0%	16.0%	33.3%	14.3%	20.0%	30.0%	6.9%	0.0%
			kl	l		kl		kl			l	beg	bcegj
5=	29	2	3	0	0	0	3	3	4	3	0	6	2
	16.6%	18.2%	25.0%	0.0%	0.0%	0.0%	12.0%	25.0%	19.0%	15.0%	0.0%	20.7%	14.3%
6=	8	0	0	0	0	0	1	0	1	0	1	3	2
	4.6%	0.0%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%	4.8%	0.0%	10.0%	10.3%	14.3%
7=Very Effectively	16	0	3	0	1	0	1	0	2	2	3	2	1
	9.1%	0.0%	25.0%	0.0%	25.0%	0.0%	4.0%	0.0%	9.5%	10.0%	30.0%	6.9%	7.1%
							j				f		
Mean	3.4	3.0	4.7	2.7	2.5	2.8	2.9	3.4	3.4	3.1	4.6	3.3	3.3
SD	1.9	1.3	1.8	1.2	3.0	1.3	1.7	1.4	2.0	2.0	2.0	2.1	2.1
		bj	aFi				Bj			b	af		

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 5: Social Media

How well is social media integrated with your firm's strategy: How effectively is social media linked to your firm's overall strategy?

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Not At All Effectively	15 28.8%	16 25.8%	4 15.4%	4 12.1%	17 27.4% f	6 26.1% f	7 25.0% f	1 9.1%	6 27.3% f	0 0.0% abce	30 34.5% Bc	4 9.3% A	3 10.0% a
2=	12 23.1%	9 14.5%	4 15.4%	7 21.2%	12 19.4%	3 13.0%	4 14.3%	2 18.2%	6 27.3%	4 23.5%	13 14.9% b	14 32.6% a	4 13.3%
3=	8 15.4%	5 8.1%	2 7.7%	6 18.2%	4 6.5%	4 17.4%	4 14.3%	1 9.1%	3 13.6%	3 17.6%	10 11.5%	6 14.0%	3 10.0%
4=	7 13.5%	6 9.7% d	6 23.1%	10 30.3% b	7 11.3% b	7 30.4% a	4 14.3%	2 18.2%	4 18.2%	4 23.5%	12 13.8%	8 18.6%	5 16.7%
5=	7 13.5%	15 24.2% d	5 19.2% d	1 3.0% bc	13 21.0% d	1 4.3%	5 17.9%	4 36.4% bef	1 4.5% d	1 5.9% d	12 13.8% c	4 9.3% c	10 33.3% ab
6=	1 1.9%	4 6.5%	1 3.8%	2 6.1%	3 4.8%	1 4.3%	2 7.1%	0 0.0%	0 0.0%	2 11.8%	4 4.6%	4 9.3%	0 0.0%
7=Very Effectively	2 3.8%	7 11.3%	4 15.4%	3 9.1%	6 9.7%	1 4.3%	2 7.1%	1 9.1%	2 9.1%	3 17.6%	6 6.9%	3 7.0%	5 16.7%
Mean	2.8	3.6	3.9	3.5	3.3	3.0	3.4	3.9	2.8	4.2	3.0	3.4	4.2
SD	1.7	2.1	2.0	1.7	2.0	1.7	1.9	1.8	1.8	1.8	1.9	1.8	1.9
	bc	a	a						f	e	C		A

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Topic 5: Social Media

How well is social media integrated with your firm's strategy: How effectively is social media linked to your firm's marketing strategy?

N=249

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Not At All Effectively	29 16.9%	0 0.0%	1 8.3%	0 0.0%	1 25.0%	1 20.0%	6 25.0%	1 8.3%	4 20.0%	6 30.0%	0 0.0%	5 17.9%	3 21.4%
2=	22 12.8%	3 27.3% C	0 0.0%	2 66.7% BFGh	1 25.0%	0 0.0%	1 4.2% C	0 0.0% C	2 10.0% c	3 15.0%	2 20.0%	5 17.9%	2 14.3%
3=	20 11.6%	2 18.2%	2 16.7%	0 0.0%	1 25.0% i	0 0.0%	3 12.5%	2 16.7%	5 25.0% i	0 0.0% dh	0 0.0%	2 7.1%	2 14.3%
4=	24 14.0%	0 0.0%	1 8.3%	1 33.3%	0 0.0%	1 20.0%	6 25.0%	3 25.0%	3 15.0%	2 10.0%	2 20.0%	2 7.1%	2 14.3%
5=	33 19.2%	2 18.2%	2 16.7%	0 0.0%	0 0.0%	2 40.0%	4 16.7%	5 41.7% h	2 10.0% g	5 25.0%	1 10.0%	5 17.9%	2 14.3%
6=	22 12.8%	4 36.4% Fi	3 25.0% f	0 0.0%	0 0.0%	0 0.0%	0 0.0% Abkl	1 8.3%	2 10.0%	1 5.0% a	1 10.0%	6 21.4% f	3 21.4% f
7=Very Effectively	22 12.8%	0 0.0% j	3 25.0%	0 0.0%	1 25.0%	1 20.0%	4 16.7%	0 0.0%	2 10.0% j	3 15.0%	4 40.0% agkl	3 10.7% j	0 0.0% j
Mean	4.0	4.2	5.0	2.7	3.3	4.4	3.7	4.2	3.6	3.6	5.1	4.0	3.5
SD	2.0	1.8	1.9 h	1.2	2.6	2.2	2.1	1.3	2.0 b	2.3	2.0	2.1	1.9

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 5: Social Media

How well is social media integrated with your firm's strategy: How effectively is social media linked to your firm's marketing strategy?

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Not At All Effectively	13	9	4	3	13	4	6	1	4	0	22	4	2
	25.0%	15.3%	15.4%	9.1%	21.7%	17.4%	22.2%	9.1%	18.2%	0.0%	25.9%	9.5%	6.7%
					f		f			ac	bc	a	a
2=	4	10	2	6	13	2	1	0	3	2	13	5	3
	7.7%	16.9%	7.7%	18.2%	21.7%	8.7%	3.7%	0.0%	13.6%	11.8%	15.3%	11.9%	10.0%
					c		a						
3=	7	9	2	2	4	4	3	3	1	4	9	6	4
	13.5%	15.3%	7.7%	6.1%	6.7%	17.4%	11.1%	27.3%	4.5%	23.5%	10.6%	14.3%	13.3%
					df			a		a			
4=	10	4	4	6	6	3	4	1	6	2	9	9	4
	19.2%	6.8%	15.4%	18.2%	10.0%	13.0%	14.8%	9.1%	27.3%	11.8%	10.6%	21.4%	13.3%
5=	9	10	4	9	10	4	5	3	2	4	13	10	6
	17.3%	16.9%	15.4%	27.3%	16.7%	17.4%	18.5%	27.3%	9.1%	23.5%	15.3%	23.8%	20.0%
6=	5	9	5	2	8	3	4	2	3	1	11	4	4
	9.6%	15.3%	19.2%	6.1%	13.3%	13.0%	14.8%	18.2%	13.6%	5.9%	12.9%	9.5%	13.3%
7=Very Effectively	4	8	5	5	6	3	4	1	3	4	8	4	7
	7.7%	13.6%	19.2%	15.2%	10.0%	13.0%	14.8%	9.1%	13.6%	23.5%	9.4%	9.5%	23.3%
Mean	3.6	3.9	4.4	4.2	3.6	4.0	4.1	4.4	3.9	4.6	3.5	4.0	4.6
SD	2.0	2.1	2.1	1.9	2.1	2.0	2.1	1.7	2.1	1.8	2.1	1.7	1.9
											c		a

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Topic 5: Social Media

<u>Which metrics does your company use for social media? (Check all that apply)</u>

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	249 100.0%	12 4.8%	13 5.2%	3 1.2%	4 1.6%	5 2.0%	25 10.0%	12 4.8%	21 8.4%	20 8.0%	10 4.0%	29 11.6%	14 5.6%
Hits/visits/page views	130 52.2%	9 75.0%	9 69.2%	1 33.3% f	2 50.0%	4 80.0%	22 88.0% ck	10 83.3%	15 71.4%	16 80.0%	7 70.0%	16 55.2%	11 78.6% f
Repeat visits	87 34.9%	9 75.0% cH	6 46.2%	0 0.0% af	1 25.0%	3 60.0%	17 68.0% cH	4 33.3%	5 23.8% AFil	11 55.0% h	5 50.0%	14 48.3%	9 64.3% h
Number of followers or friends	85 34.1%	5 41.7%	8 61.5%	1 33.3%	1 25.0%	3 60.0%	12 48.0%	9 75.0% hi	7 33.3% gj	6 30.0% gj	8 80.0% hi	14 48.3%	7 50.0%
Conversion rates (whether a visitor is converted to a buyer)	73 29.3%	3 25.0%	4 30.8%	0 0.0%	1 25.0%	1 20.0%	12 48.0%	5 41.7%	12 57.1%	7 35.0%	6 60.0%	13 44.8%	5 35.7%
Buzz indicators (web mentions)	51 20.5%	2 16.7%	6 46.2%	0 0.0%	2 50.0%	2 40.0%	8 32.0%	5 41.7%	7 33.3%	3 15.0%	5 50.0%	7 24.1%	3 21.4%
Customer acquisition costs	35 14.1%	1 8.3% j	2 15.4%	0 0.0%	0 0.0%	0 0.0%	4 16.0% j	3 25.0%	6 28.6%	1 5.0% J	5 50.0% afI	8 27.6%	3 21.4%
Sales levels	33 13.3%	3 25.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	5 20.0%	3 25.0%	3 14.3%	2 10.0%	4 40.0%	6 20.7%	2 14.3%
Other text analysis ratings	30 12.0%	3 25.0%	3 23.1%	0 0.0%	0 0.0%	1 20.0%	6 24.0%	2 16.7%	3 14.3%	5 25.0%	2 20.0%	4 13.8%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 5: Social Media

Which metrics does your company use for social media? (Check all that apply)

N=249	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 24.9%	78 31.3%	33 13.3%	35 14.1%	63 25.3%	23 9.2%	28 11.2%	11 4.4%	22 8.8%	17 6.8%	88 35.3%	43 17.3%	30 12.0%
Hits/visits/page views	41 66.1%	40 51.3% d	20 60.6%	27 77.1% b	38 60.3% ce	16 69.6%	24 85.7% a	9 81.8%	19 86.4% a	13 76.5%	55 62.5% B	37 86.0% A	24 80.0%
Repeat visits	25 40.3%	28 35.9%	16 48.5%	17 48.6%	23 36.5% ef	10 43.5%	16 57.1%	7 63.6%	14 63.6% a	11 64.7% a	38 43.2%	25 58.1%	16 53.3%
Number of followers or friends	25 40.3%	25 32.1% d	14 42.4%	20 57.1% b	28 44.4%	10 43.5%	13 46.4%	6 54.5%	12 54.5%	9 52.9%	33 37.5% C	23 53.5%	20 66.7% A
Conversion rates (whether a visitor is converted to a buyer)	19 30.6%	26 33.3%	13 39.4%	13 37.1%	20 31.7%	10 43.5%	14 50.0%	4 36.4%	10 45.5%	7 41.2%	27 30.7% C	17 39.5% c	20 66.7% Ab
Buzz indicators (web mentions)	13 21.0%	17 21.8%	10 30.3%	10 28.6%	12 19.0% eF	5 21.7% F	8 28.6% f	4 36.4%	10 45.5% a	11 64.7% ABc	17 19.3% B	20 46.5% A	11 36.7%
Customer acquisition costs	11 17.7%	8 10.3% d	5 15.2%	10 28.6% b	12 19.0%	5 21.7%	5 17.9%	1 9.1%	4 18.2%	4 23.5%	12 13.6%	11 25.6%	8 26.7%
Sales levels	8 12.9%	9 11.5%	9 27.3% c	7 20.0% b	12 19.0%	6 26.1%	4 14.3%	1 9.1%	4 18.2%	3 17.6%	7 8.0% BC	12 27.9% A	8 26.7% A
Other text analysis ratings	9 14.5%	8 10.3%	5 15.2%	8 22.9%	9 14.3%	5 21.7%	2 7.1%	2 18.2%	4 18.2%	5 29.4%	12 13.6%	10 23.3%	5 16.7%

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 5: Social Media

Which metrics does your company use for social media? (Check all that apply)

N=249

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Online product/service ratings	26 10.4%	1 8.3%	2 15.4%	0 0.0%	1 25.0% i	0 0.0%	6 24.0% i	1 8.3%	6 28.6% i	0 0.0% dfhl	1 10.0%	3 10.3%	3 21.4% i
Revenue per customer	24 9.6%	3 25.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	1 8.3%	1 4.8%	2 10.0%	3 30.0%	7 24.1%	2 14.3%
Net promoter score	17 6.8%	1 8.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	5 20.0%	1 8.3%	1 4.8%	2 10.0%	0 0.0%	4 13.8%	1 7.1%
Customer retention costs	16 6.4%	1 8.3%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	2 16.7%	2 9.5%	0 0.0% j	2 20.0% i	3 10.3%	2 14.3%
Abandoned shopping carts	12 4.8%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 16.0%	2 16.7%	0 0.0%	1 5.0% j	2 20.0% h	1 3.4%	0 0.0%
Profits per customer	12 4.8%	1 8.3%	3 23.1% hi	0 0.0%	0 0.0%	0 0.0%	2 8.0%	0 0.0%	0 0.0% bj	0 0.0% bj	2 20.0% hi	3 10.3%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 5: Social Media

Which metrics does your company use for social media? (Check all that apply)

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Online product/service ratings	10 16.1%	7 9.0%	3 9.1%	5 14.3%	7 11.1%	5 21.7%	3 10.7%	1 9.1%	3 13.6%	5 29.4%	6 6.8% Bc	11 25.6% A	7 23.3% a
Revenue per customer	6 9.7%	9 11.5%	6 18.2%	3 8.6%	9 14.3%	2 8.7%	2 7.1%	2 18.2%	2 9.1%	4 23.5%	7 8.0% C	6 14.0%	8 26.7% A
Net promoter score	4 6.5%	6 7.7%	5 15.2%	2 5.7%	2 3.2% dF	1 4.3%	2 7.1%	2 18.2% a	3 13.6%	4 23.5% A	5 5.7% b	8 18.6% a	3 10.0%
Customer retention costs	5 8.1%	2 2.6% cd	4 12.1% b	5 14.3% b	4 6.3%	3 13.0%	2 7.1%	2 18.2%	1 4.5%	2 11.8%	4 4.5% b	7 16.3% a	3 10.0%
Abandoned shopping carts	4 6.5%	1 1.3% c	4 12.1% b	3 8.6%	1 1.6% E	1 4.3%	3 10.7%	0 0.0%	4 18.2% A	1 5.9%	0 0.0% BC	5 11.6% A	6 20.0% A
Profits per customer	2 3.2%	4 5.1%	3 9.1%	3 8.6%	3 4.8%	2 8.7%	2 7.1%	1 9.1%	0 0.0%	2 11.8%	3 3.4% c	3 7.0%	4 13.3% a

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 6: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next year?

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Commun- ications Media	Mining Construc- tion	Trans- portation	Energy	Manufact- uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	249	12	13	3	4	5	25	12	21	20	10	29	14
Percent	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
Percent change	166	12	11	3	3	5	24	11	20	20	10	27	14
	7.2	-5.5	0.5	1.7	16.7	40.8	3.2	1.5	16.6	6.3	10.3	7.0	7.9
	25.8	27.8	4.7	7.6	29.3	53.6	10.5	5.2	38.3	26.2	33.0	21.5	27.9

Topic 6: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next year?

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<$25 million	$26-99 million	$100-499 million	$500-999 million	$1-9.9 billion	$10+ billion	0%	1-10%	>10%
Number	62	78	33	35	63	23	28	11	22	17	88	43	30
Percent	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
Percent change	52	58	23	32	59	23	27	11	21	16	84	41	30
	11.6	5.6	0.2	8.3	14.8	3.1	4.6	4.4	1.4	0.3	10.4	3.1	4.9
	34.3	22.8	13.0	21.1	39.6	16.3	10.8	16.7	4.9	3.9	30.8	21.3	18.7

Topic 6: Marketing Jobs

Does your firm currently outsource any marketing activities?

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
Yes	129 74.6%	9 75.0%	6 50.0% i	2 66.7%	3 75.0%	5 100.0%	19 76.0%	9 75.0%	14 70.0%	18 90.0% bk	9 90.0%	18 62.1% i	10 71.4%
No	44 25.4%	3 25.0%	6 50.0% i	1 33.3%	1 25.0%	0 0.0%	6 24.0%	3 25.0%	6 30.0%	2 10.0% bk	1 10.0%	11 37.9% i	4 28.6%

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 6: Marketing Jobs

Does your firm currently outsource any marketing activities?

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
Yes	40	40	20	29	41	18	21	8	19	12	62	35	20
	75.5%	65.6%	80.0%	87.9%	66.1%	78.3%	75.0%	72.7%	86.4%	70.6%	71.3%	81.4%	66.7%
		d		b									
No	13	21	5	4	21	5	7	3	3	5	25	8	10
	24.5%	34.4%	20.0%	12.1%	33.9%	21.7%	25.0%	27.3%	13.6%	29.4%	28.7%	18.6%	33.3%
		d		b									

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 6: Marketing Jobs

By what percentage will your firm's outsourcing of marketing activities change in the next year?

N=129 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Commun-ications Media	Mining Construc-tion	Trans-portation	Energy	Manufact-uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult-ing	Health-care Pharmac.
Number	129	9	6	2	3	5	19	9	14	18	9	18	10
Percent	100.0%	7.4%	4.9%	1.6%	2.5%	4.1%	15.6%	7.4%	11.5%	14.8%	7.4%	14.8%	8.2%
Percent change	129	9	6	2	3	5	19	9	14	18	9	18	10
	9.3	5.7	9.2	2.5	5.0	43.8	2.5	4.4	15.7	8.0	-12.3	16.0	22.5
	24.1	9.8	20.4	3.5	18.0	51.5	7.3	6.8	25.3	17.9	33.0	25.5	33.6

Topic 6: Marketing Jobs

By what percentage will your firm's outsourcing of marketing activities change in the next year?

N=129 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<$25 million	$26-99 million	$100-499 million	$500-999 million	$1-9.9 billion	$10+ billion	0%	1-10%	>10%
Number	40	40	20	29	41	18	21	8	19	12	62	35	20
Percent	31.0%	31.0%	15.5%	22.5%	34.5%	15.1%	17.6%	6.7%	16.0%	10.1%	53.0%	29.9%	17.1%
Percent change	40	40	20	29	41	18	21	8	19	12	62	35	20
	13.9	11.3	6.7	2.3	15.4	10.9	8.9	2.3	2.0	10.8	14.0	8.0	2.8
	25.2	26.8	9.2	24.9	35.4	21.3	21.5	3.4	7.7	14.7	27.4	23.4	18.7

Topic 6: Marketing Jobs

How many employees does your firm have?

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Commun-ications Media	Mining Construc-tion	Trans-portation	Energy	Manufact-uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult-ing	Health-care Pharmac.
Number	249	12	13	3	4	5	25	12	21	20	10	29	14
Percent	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
How many employees does your firm have?	168 10838.1 40620.3	11 5559.9 9043.9	11 6977.4 22561.7	3 20011.7 34630.9	4 33550.0 45120.7	5 3922.4 4912.6	24 21516.8 62856.4	12 22720.0 71754.2	20 20224.2 69518.5	20 2385.5 5311.1	10 3248.5 9402.6	29 2465.0 6972.1	14 7475.3 20128.4
How many marketing (non-sales) employees are in your firm?	161 453.9 2919.4	11 114.7 328.0	11 922.6 3010.7	2 100.5 140.7	4 504.4 997.1	5 15.6 19.2	24 517.9 2027.7	12 55.3 106.6	18 623.2 2351.7	19 24.0 36.1	10 13.6 17.8	26 1284.2 6468.9	14 52.9 133.0

Topic 6: Marketing Jobs

How many employees does your firm have?

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<$25 million	$26-99 million	$100-499 million	$500-999 million	$1-9.9 billion	$10+ billion	0%	1-10%	>10%
Number	62	78	33	35	63	23	28	11	22	17	88	43	30
Percent	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
How many employees	52	59	23	33	61	23	28	11	20	17	87	42	29
does your firm have?	20721.6	2474.3	12170.3	9599.1	62.1	184.7	764.0	4577.3	12271.0	86294.4	4808.8	28144.4	5544.5
	60412.0	6267.0	28182.2	43397.8	71.4	166.1	847.6	9569.9	8693.5	100870.1	15314.2	75008.1	15929.9
How many marketing	52	54	22	32	57	21	28	11	20	16	81	41	29
(non-sales) employees	476.1	625.9	621.6	26.3	4.8	11.8	22.5	3022.2	84.2	2289.9	456.3	593.7	390.9
are in your firm?	1933.3	4488.8	2146.5	58.3	10.4	21.1	30.7	9942.5	127.7	3858.9	3668.3	2169.9	1853.2

Topic 7: Marketing Organization and Leadership

<u>Select the description that best captures the role of sales within your firm.</u>

N=249	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
Sales is in charge of marketing	18 10.9%	1 8.3%	1 8.3%	0 0.0%	1 25.0%	0 0.0%	5 20.0%	1 8.3%	1 5.0%	4 21.1%	0 0.0%	4 13.8%	0 0.0%
Sales is within the marketing function	12 7.3%	0 0.0%	2 16.7% f	0 0.0%	0 0.0%	0 0.0%	0 0.0% bj	1 8.3%	0 0.0%	2 10.5% j	2 22.2% fh	4 13.8%	1 7.1%
Sales and marketing work together on an equal level	115 69.7%	10 83.3% k	6 50.0% h	3 100.0%	3 75.0%	5 100.0%	19 76.0% k	9 75.0% k	18 90.0% bijK	11 57.9% h	5 55.6% h	14 48.3% aefH	11 78.6%
We don't have a sales function	14 8.5%	0 0.0%	2 16.7% f	0 0.0%	0 0.0%	0 0.0%	0 0.0% bjk	1 8.3%	0 0.0%	2 10.5% j	2 22.2% fh	5 17.2% f	2 14.3%
We have a sales function, but not a marketing function	6 3.6%	1 8.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	2 6.9%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Select the description that best captures the role of sales within your firm.

N=249	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
Sales is in charge of marketing	7	9	1	1	5	1	4	1	6	1	15	1	2
	14.0%	15.3%	4.0%	3.2%	8.2%	4.3%	14.8%	9.1%	27.3%	5.9%	17.4%	2.3%	6.9%
					e	e			ab		b		a
Sales is within the marketing function	1	4	1	6	7	1	3	0	1	0	4	4	4
	2.0%	6.8%	4.0%	19.4%	11.5%	4.3%	11.1%	0.0%	4.5%	0.0%	4.7%	9.3%	13.8%
	D			A									
Sales and marketing work together on an equal level	40	37	22	16	37	17	18	10	14	16	53	37	19
	80.0%	62.7%	88.0%	51.6%	60.7%	73.9%	66.7%	90.9%	63.6%	94.1%	61.6%	86.0%	65.5%
	D	c	bD	AC	f		f		f	ace	B	Ac	b
We don't have a sales function	0	6	1	7	8	2	2	0	1	0	8	1	4
	0.0%	10.2%	4.0%	22.6%	13.1%	8.7%	7.4%	0.0%	4.5%	0.0%	9.3%	2.3%	13.8%
	bD	a		A									
We have a sales function, but not a marketing function	2	3	0	1	4	2	0	0	0	0	6	0	0
	4.0%	5.1%	0.0%	3.2%	6.6%	8.7%	0.0%	0.0%	0.0%	0.0%	7.0%	0.0%	0.0%

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Where is marketing located in your firm?

N=166	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	166 100.0%	12 7.2%	12 7.2%	3 1.8%	4 2.4%	5 3.0%	25 15.1%	12 7.2%	20 12.0%	20 12.0%	9 5.4%	29 17.5%	14 8.4%
Corporate	140 84.3%	8 66.7% fk	11 91.7% c	1 33.3% bFhK	4 100.0%	3 60.0% fk	24 96.0% aCei	10 83.3%	18 90.0% c	15 75.0% f	7 77.8%	27 93.1% aCe	11 78.6%
Business unit level	44 26.5%	4 33.3%	1 8.3% f	0 0.0%	1 25.0%	1 20.0%	11 44.0% b	2 16.7%	4 20.0%	6 30.0%	1 11.1%	7 24.1%	5 35.7%
Brand or product level	28 16.9%	4 33.3% ik	4 33.3% ik	0 0.0%	0 0.0%	1 20.0%	7 28.0% k	1 8.3%	5 25.0%	1 5.0% ab	1 11.1%	2 6.9% abf	1 7.1%
Field offices	18 10.8%	0 0.0% C	0 0.0% C	2 66.7% ABGiK	0 0.0%	0 0.0%	5 20.0%	0 0.0% C	4 20.0%	2 10.0% c	1 11.1%	2 6.9% C	2 14.3%

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Topic 7: Marketing Organization and Leadership

Where is marketing located in your firm?

N=166

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	51 30.7%	59 35.5%	25 15.1%	31 18.7%	62 37.3%	23 13.9%	27 16.3%	11 6.6%	22 13.3%	17 10.2%	87 52.4%	43 25.9%	29 17.5%
Corporate	42 82.4%	54 91.5%	19 76.0%	25 80.6%	55 88.7%	19 82.6%	23 85.2%	11 100.0%	17 77.3%	12 70.6%	74 85.1%	40 93.0% c	22 75.9% b
Business unit level	16 31.4%	13 22.0%	9 36.0%	6 19.4%	8 12.9% cdeF	6 26.1%	9 33.3% a	5 45.5% a	7 31.8% a	8 47.1% A	17 19.5%	15 34.9%	10 34.5%
Brand or product level	10 19.6%	7 11.9% c	9 36.0% bD	2 6.5% C	4 6.5% beF	6 26.1% a	4 14.8%	2 18.2%	6 27.3% a	6 35.3% A	6 6.9% Bc	13 30.2% A	6 20.7% a
Field offices	7 13.7%	4 6.8%	5 20.0%	2 6.5%	1 1.6% cdEF	2 8.7%	4 14.8% a	2 18.2% a	4 18.2% A	5 29.4% A	7 8.0% b	9 20.9% a	2 6.9%

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

What is marketing primarily responsible for in your firm?

N=164

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	164 100.0%	12 7.3%	11 6.7%	3 1.8%	4 2.4%	5 3.0%	25 15.2%	12 7.3%	20 12.2%	20 12.2%	9 5.5%	28 17.1%	14 8.5%
Advertising	133 81.1%	12 100.0% ek	9 81.8%	3 100.0%	3 75.0%	3 60.0% a	21 84.0%	11 91.7%	15 75.0%	17 85.0%	8 88.9%	19 67.9% a	11 78.6%
Brand	133 81.1%	10 83.3%	7 63.6% f	1 33.3% fgh	3 75.0%	3 60.0%	23 92.0% bc	11 91.7% c	18 90.0% c	17 85.0%	8 88.9%	21 75.0%	10 71.4%
Promotion	130 79.3%	9 75.0%	7 63.6%	1 33.3% g	3 75.0%	3 60.0%	21 84.0%	11 91.7% c	16 80.0%	16 80.0%	8 88.9%	22 78.6%	12 85.7%
Positioning	128 78.0%	11 91.7% Ce	6 54.5% Kl	0 0.0% AFghijKL	2 50.0% K	2 40.0% afKl	21 84.0% Ce	9 75.0% ck	15 75.0% ck	13 65.0% cK	8 88.9% c	27 96.4% BCDEghI	13 92.9% bCe
Marketing research	124 75.6%	10 83.3%	7 63.6%	3 100.0%	4 100.0%	5 100.0%	21 84.0% h	8 66.7%	11 55.0% f	15 75.0%	6 66.7%	22 78.6%	11 78.6%
Social media	119 72.6%	8 66.7%	5 45.5% fi	2 66.7%	4 100.0%	2 40.0% i	20 80.0% b	10 83.3%	15 75.0%	17 85.0% be	8 88.9%	19 67.9%	8 57.1%
Public relations	96 58.5%	6 50.0%	4 36.4%	3 100.0%	2 50.0%	3 60.0%	15 60.0%	6 50.0%	13 65.0%	14 70.0%	7 77.8%	17 60.7%	6 42.9%
Lead generation	96 58.5%	2 16.7% dFHJK	6 54.5%	2 66.7%	3 75.0% a	1 20.0% hjk	17 68.0% A	5 41.7% hj	16 80.0% Aegl	10 50.0%	8 88.9% Aegl	20 71.4% Ae	6 42.9% hj
Competitive intelligence	92 56.1%	7 58.3%	6 54.5%	2 66.7%	2 50.0%	3 60.0%	21 84.0% GIk	4 33.3% F	12 60.0%	6 30.0% F	6 66.7%	14 50.0% f	8 57.1%

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

What is marketing primarily responsible for in your firm?

N=164	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	51 31.1%	57 34.8%	25 15.2%	31 18.9%	60 36.6%	23 14.0%	27 16.5%	11 6.7%	22 13.4%	17 10.4%	86 52.4%	43 26.2%	29 17.7%
Advertising	43 84.3%	42 73.7%	21 84.0%	27 87.1%	39 65.0% bCf	21 91.3% a	26 96.3% A	10 90.9%	18 81.8%	16 94.1% a	67 77.9%	36 83.7%	25 86.2%
Brand	42 82.4%	43 75.4%	23 92.0%	25 80.6%	43 71.7% cd	17 73.9% c	26 96.3% ab	11 100.0% a	19 86.4%	15 88.2%	68 79.1%	38 88.4%	22 75.9%
Promotion	37 72.5%	43 75.4%	22 88.0%	28 90.3%	41 68.3% c	19 82.6%	25 92.6% a	9 81.8%	18 81.8%	14 82.4%	65 75.6%	38 88.4%	21 72.4%
Positioning	40 78.4%	41 71.9%	21 84.0%	26 83.9%	43 71.7% d	17 73.9%	21 77.8%	11 100.0% a	19 86.4%	15 88.2%	61 70.9% B	41 95.3% AC	21 72.4% B
Marketing research	41 80.4%	41 71.9%	19 76.0%	23 74.2%	38 63.3% C	17 73.9%	25 92.6% A	9 81.8%	17 77.3%	15 88.2%	64 74.4%	33 76.7%	22 75.9%
Social media	35 68.6%	41 71.9%	19 76.0%	24 77.4%	36 60.0% cd	16 69.6% d	23 85.2% a	11 100.0% ab	17 77.3%	13 76.5%	56 65.1% b	36 83.7% a	22 75.9%
Public relations	28 54.9%	33 57.9%	13 52.0%	22 71.0%	34 56.7%	15 65.2%	14 51.9%	7 63.6%	13 59.1%	10 58.8%	52 60.5%	28 65.1%	13 44.8%
Lead generation	32 62.7% c	34 59.6%	9 36.0% ad	21 67.7% c	36 60.0%	16 69.6%	17 63.0%	5 45.5%	11 50.0%	8 47.1%	50 58.1%	24 55.8%	19 65.5%
Competitive intelligence	36 70.6% Bd	25 43.9% Ac	17 68.0% b	14 45.2% a	26 43.3%	15 65.2%	16 59.3%	8 72.7%	12 54.5%	12 70.6%	46 53.5%	25 58.1%	15 51.7%

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

What is marketing primarily responsible for in your firm?

N=164

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Market entry strategies	84 51.2%	7 58.3%	3 27.3% Fj	1 33.3%	2 50.0%	3 60.0%	19 76.0% BhIk	7 58.3%	9 45.0% f	6 30.0% Fj	7 77.8% bi	12 42.9% f	8 57.1%
New products	81 49.4%	9 75.0% cK	4 36.4%	0 0.0% a	1 25.0%	4 80.0% k	15 60.0% k	4 33.3%	12 60.0% k	10 50.0%	5 55.6%	8 28.6% Aefhl	9 64.3% k
Customer relationship management	64 39.0%	3 25.0% c	3 27.3% c	3 100.0% abfik	2 50.0%	1 20.0%	9 36.0% c	8 66.7%	10 50.0%	6 30.0% c	3 33.3%	10 35.7% c	6 42.9%
Pricing	57 34.8%	5 41.7%	1 9.1% eFgj	1 33.3%	1 25.0%	4 80.0% bIK	15 60.0% BIK	6 50.0% bik	6 30.0%	3 15.0% EFgj	5 55.6% bik	4 14.3% EFgjl	6 42.9% k
Market selection	56 34.1%	6 50.0% b	1 9.1% aF	0 0.0%	2 50.0%	1 20.0%	15 60.0% BIl	3 25.0%	8 40.0%	4 20.0% F	3 33.3%	10 35.7%	3 21.4% f
Sales	55 33.5%	3 25.0% c	5 45.5%	3 100.0% afhikl	2 50.0%	4 80.0% hk	8 32.0% c	4 33.3%	4 20.0% ce	7 35.0% c	4 44.4%	7 25.0% ce	4 28.6% c
Innovation	49 29.9%	8 66.7% bgik	2 18.2% a	0 0.0%	2 50.0%	1 20.0%	9 36.0%	2 16.7% a	6 30.0%	4 20.0% a	2 22.2%	8 28.6% a	5 35.7%
Customer service	39 23.8%	3 25.0% c	2 18.2% c	3 100.0% abfHIk	1 25.0%	1 20.0%	6 24.0% c	4 33.3%	2 10.0% C	2 10.0% C	3 33.3%	7 25.0% c	5 35.7%
Distribution	26 15.9%	2 16.7%	0 0.0%	0 0.0%	1 25.0%	1 20.0%	4 16.0%	3 25.0%	3 15.0%	5 25.0%	3 33.3%	2 7.1%	2 14.3%
Stock market performance	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

What is marketing primarily responsible for in your firm?

N=164

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Market entry strategies	31 60.8% B	20 35.1% Ac	16 64.0% b	17 54.8%	23 38.3% f	14 60.9%	14 51.9%	7 63.6%	11 50.0%	12 70.6% a	38 44.2% b	28 65.1% a	15 51.7%
New products	29 56.9%	22 38.6% c	17 68.0% b	13 41.9%	21 35.0% cf	11 47.8%	16 59.3% a	6 54.5%	11 50.0%	12 70.6% a	34 39.5% b	27 62.8% a	16 55.2%
Customer relationship management	20 39.2%	21 36.8%	13 52.0%	10 32.3%	26 43.3%	9 39.1%	8 29.6%	5 45.5%	8 36.4%	7 41.2%	34 39.5%	19 44.2%	11 37.9%
Pricing	26 51.0% B	7 12.3% ACd	13 52.0% B	11 35.5% b	20 33.3%	6 26.1%	10 37.0%	3 27.3%	9 40.9%	8 47.1%	21 24.4% B	24 55.8% A	10 34.5%
Market selection	22 43.1% b	12 21.1% aC	13 52.0% B	9 29.0%	19 31.7%	7 30.4%	12 44.4%	4 36.4%	6 27.3%	6 35.3%	27 31.4%	20 46.5%	7 24.1%
Sales	19 37.3%	15 26.3%	7 28.0%	14 45.2%	24 40.0%	9 39.1%	8 29.6%	2 18.2%	4 18.2%	6 35.3%	28 32.6%	13 30.2%	13 44.8%
Innovation	22 43.1% bd	12 21.1% a	9 36.0%	6 19.4% a	17 28.3%	6 26.1%	6 22.2%	6 54.5%	7 31.8%	6 35.3%	24 27.9%	15 34.9%	8 27.6%
Customer service	14 27.5%	11 19.3%	8 32.0%	6 19.4%	21 35.0% E	6 26.1% e	5 18.5% e	3 27.3% e	0 0.0% Abcdf	3 17.6% e	23 26.7%	9 20.9%	7 24.1%
Distribution	8 15.7%	7 12.3% c	8 32.0% bd	3 9.7% c	9 15.0%	2 8.7%	6 22.2%	1 9.1%	3 13.6%	5 29.4%	13 15.1%	10 23.3%	2 6.9%
Stock market performance	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Is collected on a regular basis

N=249

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Not at all	2 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=	6 3.7%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 4.0%	1 8.3%	0 0.0%	1 5.0%	0 0.0%	1 3.6%	0 0.0%
3=	18 11.0%	1 8.3%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	4 33.3%	2 10.0%	2 10.0%	0 0.0%	5 17.9%	1 7.1%
4=	24 14.6%	1 8.3% d	4 36.4% k	1 33.3%	3 75.0% aFghIjKl	2 40.0% k	3 12.0% D	1 8.3% d	3 15.0% d	2 10.0% d	0 0.0% D	2 7.1% bDe	2 14.3% d
5=	35 21.3%	2 16.7%	3 27.3%	0 0.0%	0 0.0%	1 20.0%	5 20.0%	2 16.7%	4 20.0%	2 10.0% k	1 11.1%	10 35.7% i	5 35.7%
6=	30 18.3%	0 0.0% fi	0 0.0% i	1 33.3%	0 0.0%	0 0.0%	7 28.0% a	1 8.3%	4 20.0%	7 35.0% ab	1 11.1%	5 17.9%	4 28.6%
7=All the time	49 29.9%	7 58.3% fkl	3 27.3% j	1 33.3%	1 25.0%	1 20.0%	6 24.0% aJ	3 25.0% j	6 30.0% j	6 30.0% j	7 77.8% bFghiKL	5 17.9% aJ	2 14.3% aJ
Mean	5.3	5.7	5.0	5.7	4.8	4.4	5.2	4.6	5.3	5.5	6.7	5.0	5.3
SD	1.6	1.8	1.4 J	1.5	1.5 J	1.8 J	1.7 j	1.8 J	1.7 J	1.5 j	0.7 j BDEfGhiKL	1.4 J	1.1 J

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Is collected on a regular basis

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Not at all	1 2.0%	1 1.8%	0 0.0%	0 0.0%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	1 1.2%	1 2.3%	0 0.0%
2=	2 3.9%	0 0.0% C	3 12.0% B	1 3.2%	4 6.7%	0 0.0%	2 7.4%	0 0.0%	0 0.0%	0 0.0%	3 3.5%	3 7.0%	0 0.0%
3=	6 11.8%	6 10.5%	3 12.0%	3 9.7%	8 13.3%	4 17.4% e	3 11.1%	2 18.2% e	0 0.0% bd	1 5.9%	11 12.8%	3 7.0%	4 13.8%
4=	7 13.7%	10 17.5%	3 12.0%	4 12.9%	11 18.3%	2 8.7%	3 11.1%	1 9.1%	5 22.7%	1 5.9%	14 16.3%	4 9.3%	5 17.2%
5=	11 21.6%	16 28.1%	3 12.0%	5 16.1%	11 18.3%	4 17.4%	8 29.6%	3 27.3%	3 13.6%	6 35.3%	20 23.3%	9 20.9%	6 20.7%
6=	9 17.6%	9 15.8%	3 12.0%	9 29.0%	14 23.3%	4 17.4%	4 14.8%	2 18.2%	4 18.2%	1 5.9%	14 16.3%	12 27.9%	3 10.3%
7=All the time	15 29.4%	15 26.3%	10 40.0%	9 29.0%	11 18.3% ef	9 39.1%	7 25.9%	3 27.3%	9 40.9% a	8 47.1% a	23 26.7%	11 25.6%	11 37.9%
Mean	5.2	5.2	5.2	5.5	4.9	5.5	5.1	5.3	5.6	5.8	5.1	5.3	5.4
SD	1.6	1.4	1.9	1.5	1.6 f	1.5	1.6	1.5	1.6	1.3 a	1.6	1.6	1.5

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Is shared vertically across different levels of the firm and business units

N=249

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Not at all	3 1.8%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%
2=	13 7.9%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	4 16.0%	1 8.3%	1 5.0%	3 15.0%	1 11.1%	2 7.1%	0 0.0%
3=	21 12.8%	0 0.0% g	0 0.0% g	0 0.0%	1 25.0%	1 20.0%	5 20.0%	4 33.3% abi	3 15.0%	1 5.0% g	0 0.0%	4 14.3%	2 14.3%
4=	24 14.6%	2 16.7%	3 27.3%	0 0.0%	2 50.0% k	0 0.0%	3 12.0%	2 16.7%	2 10.0%	4 20.0%	1 11.1%	2 7.1%	3 21.4% d
5=	41 25.0%	6 50.0% G	4 36.4% g	3 100.0% dfGhijKl	0 0.0% c	2 40.0% g	6 24.0% c	0 0.0% AbCe	5 25.0% c	4 20.0% c	1 11.1% c	6 21.4% C	4 28.6% c
6=	31 18.9%	1 8.3%	1 9.1%	0 0.0%	0 0.0%	1 20.0%	5 20.0%	3 25.0%	3 15.0%	5 25.0%	1 11.1%	7 25.0%	4 28.6%
7=All the time	31 18.9%	3 25.0%	1 9.1% j	0 0.0%	1 25.0%	1 20.0%	2 8.0% J	2 16.7%	5 25.0%	2 10.0% j	5 55.6% bFil	7 25.0%	1 7.1% j
Mean	4.9	5.4	4.4	5.0	4.5	5.2	4.4	4.5	4.9	4.5	5.8	5.2	4.9
SD	1.6	1.1 f	1.7	0.0	1.7	1.5	1.6 aj	1.8	1.8	1.8	1.8	1.6 f	1.2

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Is shared vertically across different levels of the firm and business units

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Not at all	1 2.0%	2 3.5%	0 0.0%	0 0.0%	2 3.3%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	2 2.3%	0 0.0%	1 3.4%
2=	6 11.8%	3 5.3%	2 8.0%	2 6.5%	8 13.3%	0 0.0%	4 14.8%	0 0.0%	1 4.5%	0 0.0%	5 5.8%	5 11.6%	3 10.3%
3=	4 7.8%	7 12.3%	6 24.0%	4 12.9%	5 8.3%	3 13.0%	5 18.5%	3 27.3%	3 13.6%	1 5.9%	10 11.6%	6 14.0%	4 13.8%
4=	4 7.8% b	13 22.8% a	2 8.0%	5 16.1%	6 10.0%	6 26.1%	4 14.8%	1 9.1%	4 18.2%	3 17.6%	11 12.8%	7 16.3%	6 20.7%
5=	18 35.3% b	10 17.5% a	5 20.0%	8 25.8%	15 25.0%	6 26.1%	6 22.2%	4 36.4%	2 9.1% f	8 47.1% e	26 30.2% c	11 25.6%	3 10.3% a
6=	12 23.5%	10 17.5%	3 12.0%	6 19.4%	16 26.7% c	5 21.7%	2 7.4% a	1 9.1%	5 22.7%	2 11.8%	16 18.6%	9 20.9%	6 20.7%
7=All the time	6 11.8%	12 21.1%	7 28.0%	6 19.4%	8 13.3%	3 13.0%	5 18.5%	2 18.2%	7 31.8%	3 17.6%	16 18.6%	5 11.6%	6 20.7%
Mean	4.8	4.8	4.9	5.0	4.7	5.0	4.3	4.8	5.3	5.2	4.9	4.7	4.7
SD	1.6	1.7	1.8	1.5	1.7	1.3	1.8	1.5	1.6	1.1	1.6	1.5	1.8

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Is shared horizontally across different functions and business units

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Not at all	3 1.8%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%
2=	15 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 12.0%	1 8.3%	1 5.0%	2 10.0%	1 11.1%	5 17.9%	2 14.3%
3=	20 12.2%	1 8.3%	1 9.1%	0 0.0%	1 25.0%	1 20.0%	3 12.0%	3 25.0%	3 15.0%	1 5.0%	1 11.1%	3 10.7%	2 14.3%
4=	24 14.6%	2 16.7%	2 18.2%	0 0.0%	2 50.0% jk	0 0.0%	3 12.0%	2 16.7%	2 10.0%	6 30.0% k	0 0.0% d	2 7.1% di	3 21.4%
5=	43 26.2%	7 58.3% gik	4 36.4%	2 66.7% g	0 0.0%	3 60.0% gi	8 32.0%	1 8.3% ace	5 25.0%	3 15.0% ae	2 22.2%	5 17.9% a	3 21.4%
6=	31 18.9%	1 8.3%	3 27.3%	1 33.3%	0 0.0%	1 20.0%	5 20.0%	3 25.0%	2 10.0%	5 25.0%	0 0.0%	6 21.4%	4 28.6%
7=All the time	28 17.1%	1 8.3% j	0 0.0% j	0 0.0%	1 25.0%	0 0.0%	3 12.0% j	2 16.7%	6 30.0% l	2 10.0%	5 55.6% abfiL	7 25.0% l	0 0.0% hJk
Mean	4.8	4.9	4.5	5.3	4.5	4.8	4.7	4.7	5.0	4.6	5.6	4.9	4.4
SD	1.6	1.0	1.5	0.6	1.7	1.1	1.5	1.7	1.8	1.7	1.9	1.9	1.4

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Is shared horizontally across different functions and business units

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Not at all	1	2	0	0	2	0	1	0	0	0	2	0	1
	2.0%	3.5%	0.0%	0.0%	3.3%	0.0%	3.7%	0.0%	0.0%	0.0%	2.3%	0.0%	3.4%
2=	5	6	2	2	8	0	5	0	2	0	9	5	1
	9.8%	10.5%	8.0%	6.5%	13.3%	0.0%	18.5%	0.0%	9.1%	0.0%	10.5%	11.6%	3.4%
							c	b					
3=	6	5	4	5	4	4	3	3	3	2	11	5	3
	11.8%	8.8%	16.0%	16.1%	6.7%	17.4%	11.1%	27.3%	13.6%	11.8%	12.8%	11.6%	10.3%
					d			a					
4=	3	12	3	6	8	4	4	1	4	3	11	8	5
	5.9%	21.1%	12.0%	19.4%	13.3%	17.4%	14.8%	9.1%	18.2%	17.6%	12.8%	18.6%	17.2%
	b	a											
5=	18	9	7	9	15	7	6	5	3	7	23	14	5
	35.3%	15.8%	28.0%	29.0%	25.0%	30.4%	22.2%	45.5%	13.6%	41.2%	26.7%	32.6%	17.2%
	b	a											
6=	13	10	4	4	13	5	5	0	5	3	15	7	8
	25.5%	17.5%	16.0%	12.9%	21.7%	21.7%	18.5%	0.0%	22.7%	17.6%	17.4%	16.3%	27.6%
7=All the time	5	13	5	5	10	3	3	2	5	2	15	4	6
	9.8%	22.8%	20.0%	16.1%	16.7%	13.0%	11.1%	18.2%	22.7%	11.8%	17.4%	9.3%	20.7%
Mean	4.8	4.8	4.9	4.7	4.8	5.0	4.3	4.7	5.0	5.0	4.7	4.6	5.1
SD	1.5	1.8	1.6	1.5	1.7	1.3	1.8	1.4	1.7	1.2	1.7	1.5	1.6

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Shapes the design of firm strategies

N=249	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Not at all	1 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=	10 6.1%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 20.0%	2 8.3%	0 0.0%	1 5.0%	3 15.0%	0 0.0%	2 7.1%	0 0.0%
3=	12 7.4%	0 0.0%	1 9.1%	0 0.0%	1 25.0% i	0 0.0%	3 12.5%	3 25.0%	2 10.0% ik	0 0.0%	0 0.0%	1 3.6% g	1 7.1%
										dg			
4=	30 18.4%	3 25.0%	4 36.4%	0 0.0%	0 0.0%	3 60.0% ghik	6 25.0%	1 8.3% e	2 10.0% e	2 10.0% e	3 33.3%	3 10.7% e	3 21.4%
5=	49 30.1%	2 16.7%	5 45.5%	2 66.7%	1 25.0%	1 20.0%	7 29.2%	3 25.0%	6 30.0%	6 30.0%	3 33.3%	8 28.6%	5 35.7%
6=	35 21.5%	5 41.7% b	0 0.0% ai	1 33.3%	0 0.0%	0 0.0%	4 16.7%	2 16.7%	3 15.0%	8 40.0% b	1 11.1%	8 28.6%	3 21.4%
7=All the time	26 16.0%	2 16.7%	1 9.1%	0 0.0%	1 25.0%	0 0.0%	2 8.3%	3 25.0%	5 25.0%	1 5.0%	2 22.2%	6 21.4%	2 14.3%
Mean SD	5.0 1.4	5.5 1.1 e	4.6 1.0	5.3 0.6	4.3 2.2	3.8 1.1 ajkl	4.6 1.4	5.1 1.6	5.0 1.7	5.0 1.5	5.2 1.2 e	5.3 1.4 e	5.1 1.2 e

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Shapes the design of firm strategies

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
1=Not at all	0 0.0%	1 1.8%	0 0.0%	0 0.0%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.2%	0 0.0%	0 0.0%
2=	3 6.0%	3 5.3%	1 4.0%	3 9.7%	5 8.3%	1 4.3%	3 11.1%	0 0.0%	0 0.0%	0 0.0%	7 8.1%	2 4.7%	0 0.0%
3=	4 8.0%	4 7.0%	3 12.0%	1 3.2%	2 3.3%	2 8.7%	3 11.1%	2 18.2%	2 9.1%	1 6.3%	6 7.0%	3 7.0%	2 7.1%
4=	13 26.0%	8 14.0%	3 12.0%	6 19.4%	11 18.3%	6 26.1%	6 22.2%	2 18.2%	3 13.6%	1 6.3%	15 17.4%	8 18.6%	7 25.0%
5=	13 26.0%	16 28.1%	7 28.0%	13 41.9%	19 31.7%	8 34.8%	5 18.5%	2 18.2%	10 45.5% e	5 31.3% c	23 26.7%	15 34.9%	10 35.7%
6=	10 20.0%	14 24.6%	6 24.0%	5 16.1%	14 23.3%	3 13.0%	6 22.2%	3 27.3%	4 18.2%	5 31.3%	20 23.3%	10 23.3%	4 14.3%
7=All the time	7 14.0%	11 19.3%	5 20.0%	3 9.7%	8 13.3%	3 13.0%	4 14.8%	2 18.2%	3 13.6%	4 25.0%	14 16.3%	5 11.6%	5 17.9%
Mean	4.9	5.1	5.2	4.8	4.9	4.8	4.7	5.1	5.1	5.6	5.0	5.0	5.1
SD	1.4	1.5	1.4	1.3	1.5	1.3	1.6	1.4	1.1	1.1	1.5	1.3	1.2

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Influences the implementation of firm strategies

N=249	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Not at all	2 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%
2=	7 4.3%	0 0.0%	0 0.0%	0 0.0%	1 25.0% h	1 20.0%	2 8.0%	0 0.0%	0 0.0%	2 10.0% d	0 0.0%	1 3.7%	0 0.0%
3=	12 7.5%	0 0.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	2 16.7%	3 15.0%	0 0.0%	0 0.0%	1 3.7%	2 15.4%
4=	23 14.3%	2 16.7%	2 18.2%	0 0.0%	0 0.0%	2 40.0% hI	5 20.0% i	1 8.3%	1 5.0% ej	0 0.0% EfJ	4 44.4%	4 14.8% hI	2 15.4%
5=	54 33.5%	3 25.0%	6 54.5%	1 50.0%	2 50.0%	2 40.0%	10 40.0%	5 41.7%	6 30.0%	8 40.0%	2 22.2%	6 22.2%	3 23.1%
6=	37 23.0%	5 41.7% b	0 0.0% acik	1 50.0% b	0 0.0%	0 0.0%	4 16.0%	1 8.3%	4 20.0%	8 40.0% b	1 11.1%	9 33.3%	4 30.8%
7=All the time	26 16.1%	2 16.7%	1 9.1%	0 0.0%	1 25.0%	0 0.0%	2 8.0%	3 25.0%	5 25.0%	1 5.0%	2 22.2%	6 22.2%	2 15.4%
Mean	5.1	5.6	4.6	5.5	4.8	4.0	4.7	5.2	5.2	5.0	5.1	5.4	5.2
SD	1.4	1.0 be	1.1 a	0.7	2.1	1.2 ak	1.3	1.4	1.7	1.6	1.3	1.3 e	1.3

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Influences the implementation of firm strategies

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Not at all	0	1	1	0	2	0	0	0	0	0	2	0	0
	0.0%	1.8%	4.2%	0.0%	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	0.0%
2=	3	2	0	2	3	0	3	0	0	0	4	2	0
	5.9%	3.6%	0.0%	6.5%	5.2%	0.0%	11.1%	0.0%	0.0%	0.0%	4.7%	4.9%	0.0%
3=	3	4	3	2	2	2	4	2	1	1	7	4	1
	5.9%	7.3%	12.5%	6.5%	3.4%	9.1%	14.8%	18.2%	4.5%	5.9%	8.2%	9.8%	3.4%
4=	9	7	1	6	12	2	5	2	2	0	14	3	5
	17.6%	12.7%	4.2%	19.4%	20.7%	9.1%	18.5%	18.2%	9.1%	0.0%	16.5%	7.3%	17.2%
					f					a			
5=	17	17	8	12	16	13	5	2	10	7	22	17	14
	33.3%	30.9%	33.3%	38.7%	27.6%	59.1%	18.5%	18.2%	45.5%	41.2%	25.9%	41.5%	48.3%
					b	aCd	Be	b	c		c		a
6=	12	14	6	5	15	3	6	3	5	5	21	11	4
	23.5%	25.5%	25.0%	16.1%	25.9%	13.6%	22.2%	27.3%	22.7%	29.4%	24.7%	26.8%	13.8%
7=All the time	7	10	5	4	8	2	4	2	4	4	15	4	5
	13.7%	18.2%	20.8%	12.9%	13.8%	9.1%	14.8%	18.2%	18.2%	23.5%	17.6%	9.8%	17.2%
Mean	5.0	5.2	5.2	4.9	5.0	5.0	4.7	5.1	5.4	5.6	5.0	5.0	5.2
SD	1.3	1.4	1.5	1.3	1.5	1.0	1.6	1.4	1.1	1.1	1.5	1.3	1.1
							f			c			

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Impacts the evaluation of firm strategies

N=249

	Total	Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
							Industry Sector						
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
1=Not at all	1 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=	13 8.1%	1 10.0%	2 18.2%	0 0.0%	1 25.0%	1 20.0%	2 8.0%	0 0.0%	1 5.0%	2 10.0%	0 0.0%	3 10.7%	0 0.0%
3=	11 6.8%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	3 12.0%	2 16.7% k	2 10.0%	1 5.0%	0 0.0%	0 0.0% gl	2 14.3% k
4=	25 15.5%	2 20.0%	2 18.2%	0 0.0%	1 25.0%	2 40.0% ik	7 28.0% k	2 16.7%	2 10.0%	1 5.0% e	2 22.2%	2 7.1%	2 14.3% ef
5=	46 28.6%	1 10.0%	4 36.4%	1 50.0%	1 25.0%	2 40.0%	7 28.0%	4 33.3%	4 20.0%	8 40.0%	4 44.4%	6 21.4%	4 28.6%
6=	39 24.2%	5 50.0% g	1 9.1%	1 50.0%	0 0.0%	0 0.0%	5 20.0%	1 8.3% a	5 25.0%	7 35.0%	1 11.1%	9 32.1%	4 28.6%
7=All the time	26 16.1%	1 10.0%	1 9.1%	0 0.0%	1 25.0%	0 0.0%	1 4.0% hk	3 25.0% f	5 25.0% k	1 5.0%	2 22.2%	8 28.6% fi	2 14.3%
Mean	5.0	5.2	4.4	5.5	4.5	4.0	4.5	5.1	5.1	5.0	5.3	5.5	5.1
SD	1.5	1.5	1.6 k	0.7	2.1	1.2 k	1.3 k	1.4	1.8	1.3	1.1	1.5 bef	1.3

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Rate the extent to which your firm engages in the following market-oriented behaviors. Information about customers and competitors: Impacts the evaluation of firm strategies

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
1=Not at all	0	1	0	0	1	0	0	0	0	0	1	0	0
	0.0%	1.8%	0.0%	0.0%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%	0.0%	0.0%
2=	3	5	1	4	6	2	4	0	0	0	9	2	1
	5.9%	8.8%	4.5%	12.9%	10.3%	8.7%	14.8%	0.0%	0.0%	0.0%	10.7%	4.7%	3.6%
3=	3	4	4	0	5	1	1	2	1	1	6	5	0
	5.9%	7.0%	18.2%	0.0%	8.6%	4.3%	3.7%	20.0%	4.5%	5.9%	7.1%	11.6%	0.0%
			d	c									
4=	11	8	1	5	8	4	5	2	6	0	11	4	9
	21.6%	14.0%	4.5%	16.1%	13.8%	17.4%	18.5%	20.0%	27.3%	0.0%	13.1%	9.3%	32.1%
									f	e	c	c	ab
5=	14	13	7	12	14	10	6	3	6	6	22	15	8
	27.5%	22.8%	31.8%	38.7%	24.1%	43.5%	22.2%	30.0%	27.3%	35.3%	26.2%	34.9%	28.6%
6=	13	14	6	6	16	3	7	1	5	7	19	13	6
	25.5%	24.6%	27.3%	19.4%	27.6%	13.0%	25.9%	10.0%	22.7%	41.2%	22.6%	30.2%	21.4%
						f				b			
7=All the time	7	12	3	4	8	3	4	2	4	3	16	4	4
	13.7%	21.1%	13.6%	12.9%	13.8%	13.0%	14.8%	20.0%	18.2%	17.6%	19.0%	9.3%	14.3%
Mean	5.0	5.1	5.0	4.9	4.9	4.9	4.9	4.9	5.2	5.6	5.0	5.0	5.1
SD	1.3	1.6	1.4	1.4	1.6	1.4	1.6	1.4	1.2	1.0	1.6	1.3	1.2

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Topic 7: Marketing Organization and Leadership

Number of reports

N=249 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Commun-ications Media	Mining Construc-tion	Trans-portation	Energy	Manufact-uring	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult-ing	Health-care Pharmac.
Number	249	12	13	3	4	5	25	12	21	20	10	29	14
Percent	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
How many direct reports	167	12	11	2	4	5	24	12	19	20	10	29	14
do you have?	7.3	10.3	11.0	7.5	4.5	5.2	5.4	26.6	7.9	3.8	4.4	3.7	4.6
	20.4	14.7	17.6	10.6	2.9	8.4	4.2	67.5	18.9	3.1	2.3	4.4	2.7
How many indirect	137	10	11	1	2	3	18	12	17	16	9	21	12
reports (dotted line)	15.4	8.8	17.5	0.0	18.5	1.7	18.4	21.8	20.4	14.2	26.2	5.3	15.8
reports do you have?	33.0	15.7	31.3	---	9.2	1.5	38.8	41.2	59.5	25.9	33.8	6.9	27.8

Topic 7: Marketing Organization and Leadership

Number of reports

N=249 Number Mean SD	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<$25 million	$26-99 million	$100-499 million	$500-999 million	$1-9.9 billion	$10+ billion	0%	1-10%	>10%
Number	62	78	33	35	63	23	28	11	22	17	88	43	30
Percent	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
How many direct reports	49	59	25	33	60	22	28	11	22	16	85	42	29
do you have?	5.5	4.9	7.5	14.1	4.0	10.0	6.2	4.8	6.8	20.9	5.6	11.2	7.2
	4.7	8.4	11.3	43.0	4.6	17.0	10.8	3.5	11.3	58.8	10.9	36.4	11.8
How many indirect	42	49	20	25	47	19	23	8	21	13	69	33	26
reports (dotted line)	12.3	14.1	20.5	15.8	14.1	6.8	19.4	7.5	27.3	13.5	13.6	13.8	22.0
reports do you have?	26.9	38.3	34.4	26.8	43.5	8.9	30.7	6.9	38.5	14.3	34.4	28.2	38.8

Appendix: Firm-level Descriptive Information

<u>Which economic sector best describes your firm?</u>

| N=249 | Total | Industry Sector | | | | | | | | | | | |
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	168	12	13	3	4	5	25	12	21	20	10	29	14
	100.0%	7.1%	7.7%	1.8%	2.4%	3.0%	14.9%	7.1%	12.5%	11.9%	6.0%	17.3%	8.3%
B2B - Product	62	5	5	2	0	2	20	2	9	2	0	0	5
	29.8%	41.7%	38.5%	66.7%	0.0%	40.0%	80.0%	16.7%	42.9%	10.0%	0.0%	0.0%	35.7%
		fijK	fjK	ijK	F	K	abDGhIJKL	Fk	fijK	acFh	abcFh	ABCEFgHL	FK
B2B - Services	78	0	7	0	3	0	2	1	11	8	1	23	4
	37.5%	0.0%	53.8%	0.0%	75.0%	0.0%	8.0%	8.3%	52.4%	40.0%	11.1%	79.3%	28.6%
		BDHiK	AFg	K	AeFgj	dhK	BDHiK	bdhK	AeFgjk	afK	dhK	ACEFGhIJL	K
B2C - Product	33	7	0	1	1	0	3	6	0	2	2	0	2
	15.9%	58.3%	0.0%	33.3%	25.0%	0.0%	12.0%	50.0%	0.0%	10.0%	22.2%	0.0%	14.3%
		BeFHIKl	AcG	bhK	hk	a	Ag	BfHiK	AcdGj	Ag	hk	ACdGjl	ak
B2C - Services	35	0	1	0	0	3	0	3	1	8	6	6	3
	16.8%	0.0%	7.7%	0.0%	0.0%	60.0%	0.0%	25.0%	4.8%	40.0%	66.7%	20.7%	21.4%
		EiJ	eJ		j	AbFH	EgIJkl	f	EIJ	aFH	ABdFHkl	fj	fj

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

N=249	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62 29.8%	78 37.5%	33 15.9%	35 16.8%	63 38.4%	23 14.0%	28 17.1%	11 6.7%	22 13.4%	17 10.4%	88 54.7%	43 26.7%	30 18.6%
B2B - Product	62 100.0% BCD	0 0.0% A	0 0.0% A	0 0.0% A	15 23.8%	9 39.1%	10 37.0%	3 27.3%	6 27.3%	8 47.1%	28 31.8%	14 32.6%	8 27.6%
B2B - Services	0 0.0% B	78 100.0% ACD	0 0.0% B	0 0.0% B	28 44.4% cf	11 47.8%	6 22.2% a	4 36.4%	7 31.8%	3 17.6% a	40 45.5% B	9 20.9%	10 34.5% A
B2C - Product	0 0.0% C	0 0.0% C	33 100.0% ABD	0 0.0% C	7 11.1%	0 0.0% cdef	5 18.5% b	3 27.3% b	6 27.3% b	4 23.5% b	8 9.1%	9 20.9%	5 17.2%
B2C - Services	0 0.0% D	0 0.0% D	0 0.0% D	35 100.0% ABC	13 20.6%	3 13.0%	6 22.2%	1 9.1%	3 13.6%	2 11.8%	12 13.6%	11 25.6%	6 20.7%

Significance Tests Between Columns: Lower case: $p<.05$ Upper case: $p<.01$

Appendix: Firm-level Descriptive Information

What is your firm's ownership structure?

N=249

	Total	A Consumer Packaged Goods	B Commun-ications Media	C Mining Construc-tion	D Trans-portation	E Energy	F Manufact-uring	G Retail Wholesale	H Tech Software Biotech	I Banking Finance Insur.	J Consumer Services	K Service Consult-ing	L Health-care Pharmac.
Total	168 100.0%	12 7.1%	13 7.7%	3 1.8%	4 2.4%	5 3.0%	25 14.9%	12 7.1%	21 12.5%	20 11.9%	10 6.0%	29 17.3%	14 8.3%
Public/NYSE/AMEX	35 21.1%	2 18.2%	3 25.0%	1 33.3%	2 50.0%	3 60.0% hkl	7 29.2%	4 33.3%	2 9.5% e	5 25.0%	1 10.0%	4 13.8% e	1 7.1% e
Public/NASDAQ	13 7.8%	0 0.0%	2 16.7%	0 0.0%	1 25.0%	0 0.0%	2 8.3%	0 0.0%	3 14.3%	1 5.0%	0 0.0%	2 6.9%	2 14.3%
Private	111 66.9%	9 81.8%	7 58.3%	2 66.7%	1 25.0% k	2 40.0%	15 62.5%	8 66.7%	16 76.2%	13 65.0%	5 50.0%	22 75.9% d	10 71.4%
Nonprofit	7 4.2%	0 0.0% j	0 0.0% j	0 0.0%	0 0.0%	0 0.0%	0 0.0% J	0 0.0% j	0 0.0% J	1 5.0% j	4 40.0% abFgHiK	1 3.4% J	1 7.1%

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01

Appendix: Firm-level Descriptive Information

What is your firm's ownership structure?

N=249

	Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	62	78	33	35	63	23	28	11	22	17	88	43	30
	29.8%	37.5%	15.9%	16.8%	38.4%	14.0%	17.1%	6.7%	13.4%	10.4%	54.7%	26.7%	18.6%
Public/NYSE/AMEX	13	10	6	6	1	1	2	4	13	12	15	12	5
	25.0%	17.2%	25.0%	19.4%	1.6%	4.5%	7.4%	36.4%	59.1%	75.0%	17.4%	28.6%	16.7%
					DEF	dEF	dEF	Abc	ABC	ABC			
Public/NASDAQ	7	4	1	1	1	1	5	1	2	3	6	3	4
	13.5%	6.9%	4.2%	3.2%	1.6%	4.5%	18.5%	9.1%	9.1%	18.8%	7.0%	7.1%	13.3%
					CF		A			A			
Private	32	43	16	19	60	18	16	6	7	1	62	25	19
	61.5%	74.1%	66.7%	61.3%	95.2%	81.8%	59.3%	54.5%	31.8%	6.3%	72.1%	59.5%	63.3%
					CDEF	EF	AF	AF	AB	ABCD			
Nonprofit	0	1	1	5	1	2	4	0	0	0	3	2	2
	0.0%	1.7%	4.2%	16.1%	1.6%	9.1%	14.8%	0.0%	0.0%	0.0%	3.5%	4.8%	6.7%
	D	d		Ab	c		a						

Significance Tests Between Columns: Lower case: p<.05   Upper case: p<.01