RESULTS BY FIRM & INDUSTRY CHARACTERISTICS

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Survey Partners

DUKE
THE FUQUA
SCHOOL
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AMERICAN
MARKETING
ASSOCIATION

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Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
									Industry Sector				
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
3=More	202	7	6	1	5	2	18	6	13	13	5	21	6
	49.5%	38.9%	31.6%	33.3%	100.0%	28.6%	43.9%	31.6%	56.5%	54.2%	55.6%	53.8%	42.9%
	49.5%	3.2%	2.7%	0.5%	2.3%	0.9%	8.1%	2.7%	5.9%	5.9%	2.3%	9.5%	2.7%
		d	d		abefgl	d	d	d					d
2=No Change	152	8	12	1	0	5	17	11	6	9	4	18	5
	37.3%	44.4%	63.2%	33.3%	0.0%	71.4%	41.5%	57.9%	26.1%	37.5%	44.4%	46.2%	35.7%
	37.3%	3.6%	5.4%	0.5%	0.0%	2.3%	7.7%	5.0%	2.7%	4.1%	1.8%	8.1%	2.3%
			dh		beg	dh		dh	beg				
1=Less	54	3	1	1	0	0	6	2	4	2	0	0	3
	13.2%	16.7%	5.3%	33.3%	0.0%	0.0%	14.6%	10.5%	17.4%	8.3%	0.0%	0.0%	21.4%
	13.2%	1.4%	0.5%	0.5%	0.0%	0.0%	2.7%	0.9%	1.8%	0.9%	0.0%	0.0%	1.4%
		k		K			k	k	K			aCfgHL	K
Mean	2.4	2.2	2.3	2.0	3.0	2.3	2.3	2.2	2.4	2.5	2.6	2.5	2.2
SD	0.7	0.7	0.6	1.0	0.0	0.5	0.7	0.6	0.8	0.7	0.5	0.5	0.8
							k						g

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=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
3=More	66	58	37	38	34	17	14	10	22	7	66	48	35
	49.3%	46.8%	49.3%	59.4%	54.8%	50.0%	41.2%	47.6%	46.8%	46.7%	48.9%	45.3%	51.5%
	16.6%	14.6%	9.3%	9.6%	16.0%	8.0%	6.6%	4.7%	10.3%	3.3%	21.4%	15.5%	11.3%
2=No Change	52	46	32	19	22	12	15	10	21	8	51	45	25
	38.8%	37.1%	42.7%	29.7%	35.5%	35.3%	44.1%	47.6%	44.7%	53.3%	37.8%	42.5%	36.8%
	13.1%	11.6%	8.1%	4.8%	10.3%	5.6%	7.0%	4.7%	9.9%	3.8%	16.5%	14.6%	8.1%
1=Less	16	20	6	7	6	5	5	1	4	0	18	13	8
	11.9%	16.1%	8.0%	10.9%	9.7%	14.7%	14.7%	4.8%	8.5%	0.0%	13.3%	12.3%	11.8%
	4.0%	5.0%	1.5%	1.8%	2.8%	2.3%	2.3%	0.5%	1.9%	0.0%	5.8%	4.2%	2.6%
Mean	2.4	2.3	2.4	2.5	2.5	2.4	2.3	2.4	2.4	2.5	2.4	2.3	2.4
SD	0.7	0.7	0.6	0.7	0.7	0.7	0.7	0.6	0.6	0.5	0.7	0.7	0.7

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Optimism rating	397	18	20	3	5	7	41	18	23	22	9	37	14
	65.7	62.8	67.3	65.0	74.0	64.3	62.6	63.3	68.4	65.0	69.4	72.1	67.1
	14.0	13.5	13.1	13.2	5.5	7.9	14.0	12.8	13.7	14.1	13.3	10.8	14.0
		K			e	d	K	k		k		AFgi	

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Optimism rating	131	124	73	60	60	32	34	20	47	15	133	104	64
	65.4	65.2	67.1	65.8	67.3	69.1	64.4	63.6	68.1	61.9	67.0	65.7	64.8
	13.9	14.0	14.5	13.9	13.7	12.1	15.2	12.1	11.8	13.8	13.9	12.3	15.5

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=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
3=More	206	8	10	1	4	3	15	6	12	12	2	24	6
	50.5%	44.4%	50.0%	33.3%	80.0%	42.9%	36.6%	31.6%	52.2%	50.0%	22.2%	63.2%	46.2%
	50.5%	3.6%	4.5%	0.5%	1.8%	1.4%	6.8%	2.7%	5.5%	5.5%	0.9%	10.9%	2.7%
							k	k			k	fgj	
2=No Change	129	8	7	2	1	2	18	9	5	8	5	11	3
	31.6%	44.4%	35.0%	66.7%	20.0%	28.6%	43.9%	47.4%	21.7%	33.3%	55.6%	28.9%	23.1%
	31.6%	3.6%	3.2%	0.9%	0.5%	0.9%	8.2%	4.1%	2.3%	3.6%	2.3%	5.0%	1.4%
1=Less	73	2	3	0	0	2	8	4	6	4	2	3	4
	17.9%	11.1%	15.0%	0.0%	0.0%	28.6%	19.5%	21.1%	26.1%	16.7%	22.2%	7.9%	30.8%
	17.9%	0.9%	1.4%	0.0%	0.0%	0.9%	3.6%	1.8%	2.7%	1.8%	0.9%	1.4%	1.8%
												l	k
Mean	2.3	2.3	2.4	2.3	2.8	2.1	2.2	2.1	2.3	2.3	2.0	2.6	2.2
SD	0.8	0.7	0.7	0.6	0.4	0.9	0.7	0.7	0.9	0.8	0.7	0.6	0.9
					j		k	k			dk	fgj	

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=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
3=More	70	66	36	30	34	19	17	7	18	6	66	49	40
	52.2%	52.8%	48.0%	47.6%	55.7%	55.9%	50.0%	33.3%	38.3%	40.0%	48.5%	46.7%	58.8%
	17.6%	16.6%	9.1%	7.6%	16.0%	9.0%	8.0%	3.3%	8.5%	2.8%	21.4%	15.9%	12.9%
2=No Change	38	40	28	21	20	9	11	9	19	6	46	37	17
	28.4%	32.0%	37.3%	33.3%	32.8%	26.5%	32.4%	42.9%	40.4%	40.0%	33.8%	35.2%	25.0%
	9.6%	10.1%	7.1%	5.3%	9.4%	4.2%	5.2%	4.2%	9.0%	2.8%	14.9%	12.0%	5.5%
1=Less	26	19	11	12	7	6	6	5	10	3	24	19	11
	19.4%	15.2%	14.7%	19.0%	11.5%	17.6%	17.6%	23.8%	21.3%	20.0%	17.6%	18.1%	16.2%
	6.5%	4.8%	2.8%	3.0%	3.3%	2.8%	2.8%	2.4%	4.7%	1.4%	7.8%	6.1%	3.6%
Mean	2.3	2.4	2.3	2.3	2.4	2.4	2.3	2.1	2.2	2.2	2.3	2.3	2.4
SD	0.8	0.7	0.7	0.8	0.7	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.8

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=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Optimism rating	396	18	19	3	5	7	41	18	23	22	9	38	14
	72.2	70.7	71.6	81.7	81.0	72.9	67.5	70.0	68.1	67.6	73.9	77.8	69.6
	15.4	17.0	14.1	2.9	9.6	16.5	15.2	15.7	18.4	13.8	8.2	14.2	17.2
							K		k	K		FhI	

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=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Optimism rating	130	123	72	61	61	32	33	21	47	15	135	103	66
	71.9	74.0	72.0	68.9	72.0	70.9	70.9	69.9	71.9	67.6	72.5	71.0	72.5
	16.0	14.2	16.9	14.0	16.0	15.7	15.4	15.3	15.6	15.7	15.5	14.9	15.9
		d		b									

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=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
3=More	234	11	11	3	4	2	19	11	13	13	2	29	8
	57.4%	61.1%	55.0%	100.0%	80.0%	28.6%	46.3%	57.9%	59.1%	54.2%	22.2%	74.4%	57.1%
	57.4%	5.0%	5.0%	1.4%	1.8%	0.9%	8.6%	5.0%	5.9%	5.9%	0.9%	13.1%	3.6%
				j		k	k				cK	efJ	
2=No Change	95	2	6	0	1	3	14	7	4	6	5	6	1
	23.3%	11.1%	30.0%	0.0%	20.0%	42.9%	34.1%	36.8%	18.2%	25.0%	55.6%	15.4%	7.1%
	23.3%	0.9%	2.7%	0.0%	0.5%	1.4%	6.3%	3.2%	1.8%	2.7%	2.3%	2.7%	0.5%
		j							j		ahkl	j	j
1=Less	79	5	3	0	0	2	8	1	5	5	2	4	5
	19.4%	27.8%	15.0%	0.0%	0.0%	28.6%	19.5%	5.3%	22.7%	20.8%	22.2%	10.3%	35.7%
	19.4%	2.3%	1.4%	0.0%	0.0%	0.9%	3.6%	0.5%	2.3%	2.3%	0.9%	1.8%	2.3%
								l					gk
Mean	2.4	2.3	2.4	3.0	2.8	2.0	2.3	2.5	2.4	2.3	2.0	2.6	2.2
SD	0.8	0.9	0.8	0.0	0.4	0.8	0.8	0.6	0.8	0.8	0.7	0.7	1.0
					j	k	k					dk	efj

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=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
3=More	75	79	43	32	38	20	19	11	25	9	81	57	43
	56.8%	62.7%	57.3%	50.0%	62.3%	58.8%	55.9%	50.0%	53.2%	60.0%	59.6%	53.8%	63.2%
	18.9%	19.9%	10.8%	8.1%	17.8%	9.4%	8.9%	5.2%	11.7%	4.2%	26.1%	18.4%	13.9%
2=No Change	32	24	18	20	13	10	8	7	12	4	27	27	15
	24.2%	19.0%	24.0%	31.3%	21.3%	29.4%	23.5%	31.8%	25.5%	26.7%	19.9%	25.5%	22.1%
	8.1%	6.0%	4.5%	5.0%	6.1%	4.7%	3.8%	3.3%	5.6%	1.9%	8.7%	8.7%	4.8%
1=Less	25	23	14	12	10	4	7	4	10	2	28	22	10
	18.9%	18.3%	18.7%	18.8%	16.4%	11.8%	20.6%	18.2%	21.3%	13.3%	20.6%	20.8%	14.7%
	6.3%	5.8%	3.5%	3.0%	4.7%	1.9%	3.3%	1.9%	4.7%	0.9%	9.0%	7.1%	3.2%
Mean	2.4	2.4	2.4	2.3	2.5	2.5	2.4	2.3	2.3	2.5	2.4	2.3	2.5
SD	0.8	0.8	0.8	0.8	0.8	0.7	0.8	0.8	0.8	0.7	0.8	0.8	0.7

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=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Optimism rating	398	18	20	3	5	7	40	18	23	22	9	38	14
	68.5	66.9	69.5	78.3	85.0	67.9	65.1	68.1	65.9	65.0	63.3	72.4	65.0
	18.2	20.8	20.0	7.6	12.2	17.5	14.8	15.0	23.8	18.2	17.5	15.7	20.1
					Fgij		Dk	d		d	d	f	

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=410 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 Percent	134 33.6%	126 31.6%	75 18.8%	64 16.0%	62 29.0%	34 15.9%	34 15.9%	22 10.3%	47 22.0%	15 7.0%	137 44.1%	106 34.1%	68 21.9%
Optimism rating	132 69.1 17.6 d	124 69.6 18.3 d	72 70.6 19.2 d	60 62.6 17.2 abc	60 67.8 18.3	31 66.5 18.0	34 68.8 18.6	22 64.8 13.4	47 69.1 18.8	15 70.0 19.5	135 68.2 17.9	105 68.0 16.7	65 70.4 20.0

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

Topic 1: Marketplace Dynamics - Customers

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

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=1st Priority	86	3	3	1	2	3	10	7	3	5	1	2	2
	41.0%	30.0%	37.5%	50.0%	50.0%	75.0%	38.5%	58.3%	27.3%	35.7%	20.0%	14.3%	25.0%
	41.0%	2.5%	2.5%	0.8%	1.7%	2.5%	8.5%	5.9%	2.5%	4.2%	0.8%	1.7%	1.7%
						k		k				eg	
2=2nd Priority	61	4	4	0	1	1	9	3	4	4	1	6	3
	29.0%	40.0%	50.0%	0.0%	25.0%	25.0%	34.6%	25.0%	36.4%	28.6%	20.0%	42.9%	37.5%
	29.0%	3.4%	3.4%	0.0%	0.8%	0.8%	7.6%	2.5%	3.4%	3.4%	0.8%	5.1%	2.5%
3=3rd Priority	63	3	1	1	1	0	7	2	4	5	3	6	3
	30.0%	30.0%	12.5%	50.0%	25.0%	0.0%	26.9%	16.7%	36.4%	35.7%	60.0%	42.9%	37.5%
	30.0%	2.5%	0.8%	0.8%	0.8%	0.0%	5.9%	1.7%	3.4%	4.2%	2.5%	5.1%	2.5%
Mean	1.9	2.0	1.8	2.0	1.8	1.3	1.9	1.6	2.1	2.0	2.4	2.3	2.1
SD	0.8	0.8	0.7	1.4	1.0	0.5	0.8	0.8	0.8	0.9	0.9	0.7	0.8
						k		k				eg	

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

Topic 1: Marketplace Dynamics - Customers

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

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=1st Priority	35	23	16	11	7	8	5	5	14	2	29	30	11
	46.7%	36.5%	44.4%	33.3%	25.9%	40.0%	25.0%	35.7%	48.3%	40.0%	41.4%	50.0%	30.6%
	16.9%	11.1%	7.7%	5.3%	6.1%	7.0%	4.3%	4.3%	12.2%	1.7%	17.5%	18.1%	6.6%
2=2nd Priority	20	22	10	8	8	7	8	5	6	3	21	15	13
	26.7%	34.9%	27.8%	24.2%	29.6%	35.0%	40.0%	35.7%	20.7%	60.0%	30.0%	25.0%	36.1%
	9.7%	10.6%	4.8%	3.9%	7.0%	6.1%	7.0%	4.3%	5.2%	2.6%	12.7%	9.0%	7.8%
3=3rd Priority	20	18	10	14	12	5	7	4	9	0	20	15	12
	26.7%	28.6%	27.8%	42.4%	44.4%	25.0%	35.0%	28.6%	31.0%	0.0%	28.6%	25.0%	33.3%
	9.7%	8.7%	4.8%	6.8%	10.4%	4.3%	6.1%	3.5%	7.8%	0.0%	12.0%	9.0%	7.2%
Mean	1.8	1.9	1.8	2.1	2.2	1.9	2.1	1.9	1.8	1.6	1.9	1.8	2.0
SD	0.8	0.8	0.8	0.9	0.8	0.8	0.8	0.8	0.9	0.5	0.8	0.8	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=1st Priority	93	2	9	1	1	0	12	4	10	1	2	9	4
	38.3%	25.0%	56.3%	100.0%	33.3%	0.0%	52.2%	44.4%	55.6%	9.1%	33.3%	42.9%	44.4%
	38.3%	1.6%	7.1%	0.8%	0.8%	0.0%	9.4%	3.1%	7.9%	0.8%	1.6%	7.1%	3.1%
			i		i		i		i	bcfh			
2=2nd Priority	70	3	1	0	1	0	2	3	4	3	3	5	3
	28.8%	37.5%	6.3%	0.0%	33.3%	0.0%	8.7%	33.3%	22.2%	27.3%	50.0%	23.8%	33.3%
	28.8%	2.4%	0.8%	0.0%	0.8%	0.0%	1.6%	2.4%	3.1%	2.4%	2.4%	3.9%	2.4%
			j				j				bf		
3=3rd Priority	80	3	6	0	1	2	9	2	4	7	1	7	2
	32.9%	37.5%	37.5%	0.0%	33.3%	100.0%	39.1%	22.2%	22.2%	63.6%	16.7%	33.3%	22.2%
	32.9%	2.4%	4.7%	0.0%	0.8%	1.6%	7.1%	1.6%	3.1%	5.5%	0.8%	5.5%	1.6%
						h			ei	h			
Mean	1.9	2.1	1.8	1.0	2.0	3.0	1.9	1.8	1.7	2.5	1.8	1.9	1.8
SD	0.8	0.8	1.0	0.0	1.0	0.0	1.0	0.8	0.8	0.7	0.8	0.9	0.8
			i				i	i	I	bfgHkl		i	i

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

Topic 1: Marketplace Dynamics - Customers

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

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=1st Priority	38	21	21	9	15	16	7	2	8	3	29	25	18
	43.7%	34.4%	39.6%	26.5%	37.5%	64.0%	41.2%	28.6%	32.0%	42.9%	34.5%	42.4%	47.4%
	16.2%	8.9%	8.9%	3.8%	12.4%	13.2%	5.8%	1.7%	6.6%	2.5%	16.0%	13.8%	9.9%
					b	ae			b				
2=2nd Priority	19	18	18	13	14	4	1	1	9	0	26	14	8
	21.8%	29.5%	34.0%	38.2%	35.0%	16.0%	5.9%	14.3%	36.0%	0.0%	31.0%	23.7%	21.1%
	8.1%	7.7%	7.7%	5.5%	11.6%	3.3%	0.8%	0.8%	7.4%	0.0%	14.4%	7.7%	4.4%
					c		ae		c				
3=3rd Priority	30	22	14	12	11	5	9	4	8	4	29	20	12
	34.5%	36.1%	26.4%	35.3%	27.5%	20.0%	52.9%	57.1%	32.0%	57.1%	34.5%	33.9%	31.6%
	12.8%	9.4%	6.0%	5.1%	9.1%	4.1%	7.4%	3.3%	6.6%	3.3%	16.0%	11.0%	6.6%
					c		b						
Mean	1.9	2.0	1.9	2.1	1.9	1.6	2.1	2.3	2.0	2.1	2.0	1.9	1.8
SD	0.9	0.8	0.8	0.8	0.8	0.8	1.0	1.0	0.8	1.1	0.8	0.9	0.9

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

Topic 1: Marketplace Dynamics - Customers

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

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=1st Priority	41	5	1	0	0	1	4	1	2	1	0	2	1
	29.7%	50.0%	16.7%	0.0%	0.0%	50.0%	28.6%	20.0%	14.3%	25.0%	0.0%	13.3%	100.0%
	29.7%	6.8%	1.4%	0.0%	0.0%	1.4%	5.5%	1.4%	2.7%	1.4%	0.0%	2.7%	1.4%
												l	k
2=2nd Priority	40	3	4	0	1	0	4	2	6	2	1	2	0
	29.0%	30.0%	66.7%	0.0%	100.0%	0.0%	28.6%	40.0%	42.9%	50.0%	100.0%	13.3%	0.0%
	29.0%	4.1%	5.5%	0.0%	1.4%	0.0%	5.5%	2.7%	8.2%	2.7%	1.4%	2.7%	0.0%
			k		k						k	bdj	
3=3rd Priority	57	2	1	0	0	1	6	2	6	1	0	11	0
	41.3%	20.0%	16.7%	0.0%	0.0%	50.0%	42.9%	40.0%	42.9%	25.0%	0.0%	73.3%	0.0%
	41.3%	2.7%	1.4%	0.0%	0.0%	1.4%	8.2%	2.7%	8.2%	1.4%	0.0%	15.1%	0.0%
		k	k									ab	
Mean	2.1	1.7	2.0	---	2.0	2.0	2.1	2.2	2.3	2.0	2.0	2.6	1.0
SD	0.8	0.8	0.6	---	0.0	1.4	0.9	0.8	0.7	0.8	0.0	0.7	0.0
		K										A	

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

Topic 1: Marketplace Dynamics - Customers

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

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=1st Priority	23	8	8	1	7	0	2	2	5	2	12	11	4
	41.8%	19.0%	30.8%	9.1%	36.8%	0.0%	25.0%	28.6%	38.5%	20.0%	26.7%	31.4%	25.0%
	17.2%	6.0%	6.0%	0.7%	10.1%	0.0%	2.9%	2.9%	7.2%	2.9%	12.5%	11.5%	4.2%
	bd	a		a	b	ae			b				
2=2nd Priority	14	10	10	5	4	6	5	1	4	4	14	9	9
	25.5%	23.8%	38.5%	45.5%	21.1%	50.0%	62.5%	14.3%	30.8%	40.0%	31.1%	25.7%	56.3%
	10.4%	7.5%	7.5%	3.7%	5.8%	8.7%	7.2%	1.4%	5.8%	5.8%	14.6%	9.4%	9.4%
					c		a					c	b
3=3rd Priority	18	24	8	5	8	6	1	4	4	4	19	15	3
	32.7%	57.1%	30.8%	45.5%	42.1%	50.0%	12.5%	57.1%	30.8%	40.0%	42.2%	42.9%	18.8%
	13.4%	17.9%	6.0%	3.7%	11.6%	8.7%	1.4%	5.8%	5.8%	5.8%	19.8%	15.6%	3.1%
	b	ac	b										
Mean	1.9	2.4	2.0	2.4	2.1	2.5	1.9	2.3	1.9	2.2	2.2	2.1	1.9
SD	0.9	0.8	0.8	0.7	0.9	0.5	0.6	1.0	0.9	0.8	0.8	0.9	0.7
	B	A					c		b				

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

Topic 1: Marketplace Dynamics - Customers

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

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=1st Priority	85	0	3	1	2	3	7	4	5	5	3	13	5
	28.1%	0.0%	23.1%	33.3%	40.0%	50.0%	20.0%	23.5%	38.5%	25.0%	50.0%	43.3%	41.7%
	28.1%	0.0%	1.8%	0.6%	1.2%	1.8%	4.2%	2.4%	3.0%	3.0%	1.8%	7.8%	3.0%
		k					k					af	
2=2nd Priority	128	1	6	1	1	3	16	7	5	9	1	14	4
	42.4%	14.3%	46.2%	33.3%	20.0%	50.0%	45.7%	41.2%	38.5%	45.0%	16.7%	46.7%	33.3%
	42.4%	0.6%	3.6%	0.6%	0.6%	1.8%	9.6%	4.2%	3.0%	5.4%	0.6%	8.4%	2.4%
3=3rd Priority	89	6	4	1	2	0	12	6	3	6	2	3	3
	29.5%	85.7%	30.8%	33.3%	40.0%	0.0%	34.3%	35.3%	23.1%	30.0%	33.3%	10.0%	25.0%
	29.5%	3.6%	2.4%	0.6%	1.2%	0.0%	7.2%	3.6%	1.8%	3.6%	1.2%	1.8%	1.8%
		befghiKl	a			a	ak	ak	a	a		Afg	a
Mean	2.0	2.9	2.1	2.0	2.0	1.5	2.1	2.1	1.8	2.1	1.8	1.7	1.8
SD	0.8	0.4	0.8	1.0	1.0	0.5	0.7	0.8	0.8	0.8	1.0	0.7	0.8
		bEfgHijKL	a			Af	aeK	ak	A	a	a	AFg	A

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

Topic 1: Marketplace Dynamics - Customers

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

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=1st Priority	19	33	6	25	15	2	9	10	9	5	33	18	14
	20.4%	32.0%	13.6%	48.1%	32.6%	8.0%	33.3%	52.6%	25.7%	45.5%	31.7%	22.5%	29.2%
	6.5%	11.3%	2.1%	8.6%	9.2%	1.2%	5.5%	6.1%	5.5%	3.1%	14.2%	7.8%	6.0%
	D	c	bD	AC	b	acDf	b	B		b			
2=2nd Priority	48	43	18	15	21	11	10	4	18	2	41	38	18
	51.6%	41.7%	40.9%	28.8%	45.7%	44.0%	37.0%	21.1%	51.4%	18.2%	39.4%	47.5%	37.5%
	16.4%	14.7%	6.2%	5.1%	12.9%	6.7%	6.1%	2.5%	11.0%	1.2%	17.7%	16.4%	7.8%
	D			A					e	d			
3=3rd Priority	26	27	20	12	10	12	8	5	8	4	30	24	16
	28.0%	26.2%	45.5%	23.1%	21.7%	48.0%	29.6%	26.3%	22.9%	36.4%	28.8%	30.0%	33.3%
	8.9%	9.2%	6.8%	4.1%	6.1%	7.4%	4.9%	3.1%	4.9%	2.5%	12.9%	10.3%	6.9%
	c	c	abd	c	b	ae			b				
Mean	2.1	1.9	2.3	1.8	1.9	2.4	2.0	1.7	2.0	1.9	2.0	2.1	2.0
SD	0.7	0.8	0.7	0.8	0.7	0.6	0.8	0.9	0.7	0.9	0.8	0.7	0.8
	d	C	BD	aC	B	AcDe	b	B	b				

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

Topic 1: Marketplace Dynamics - Customers

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

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=1st Priority	84	3	4	0	0	0	6	2	3	11	2	12	2
	32.1%	42.9%	26.7%	0.0%	0.0%	0.0%	30.0%	16.7%	27.3%	55.0%	50.0%	37.5%	20.0%
	32.1%	2.1%	2.8%	0.0%	0.0%	0.0%	4.3%	1.4%	2.1%	7.8%	1.4%	8.5%	1.4%
						i			i	eg			
2=2nd Priority	88	0	4	2	1	3	7	4	3	5	1	10	4
	33.6%	0.0%	26.7%	100.0%	50.0%	50.0%	35.0%	33.3%	27.3%	25.0%	25.0%	31.3%	40.0%
	33.6%	0.0%	2.8%	1.4%	0.7%	2.1%	5.0%	2.8%	2.1%	3.5%	0.7%	7.1%	2.8%
		c		ai						c			
3=3rd Priority	90	4	7	0	1	3	7	6	5	4	1	10	4
	34.4%	57.1%	46.7%	0.0%	50.0%	50.0%	35.0%	50.0%	45.5%	20.0%	25.0%	31.3%	40.0%
	34.4%	2.8%	5.0%	0.0%	0.7%	2.1%	5.0%	4.3%	3.5%	2.8%	0.7%	7.1%	2.8%
Mean	2.0	2.1	2.2	2.0	2.5	2.5	2.1	2.3	2.2	1.7	1.8	1.9	2.2
SD	0.8	1.1	0.9	0.0	0.7	0.5	0.8	0.8	0.9	0.8	1.0	0.8	0.8
						i			i	eg			

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

Topic 1: Marketplace Dynamics - Customers

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

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=1st Priority	16	38	11	16	17	7	10	3	5	2	31	14	16
	21.6%	38.8%	29.7%	34.8%	37.8%	46.7%	41.7%	20.0%	19.2%	20.0%	33.0%	23.3%	34.0%
	6.3%	14.9%	4.3%	6.3%	12.6%	5.2%	7.4%	2.2%	3.7%	1.5%	15.4%	7.0%	8.0%
	b	a											
2=2nd Priority	29	29	8	20	12	4	6	8	5	6	30	22	13
	39.2%	29.6%	21.6%	43.5%	26.7%	26.7%	25.0%	53.3%	19.2%	60.0%	31.9%	36.7%	27.7%
	11.4%	11.4%	3.1%	7.8%	8.9%	3.0%	4.4%	5.9%	3.7%	4.4%	14.9%	10.9%	6.5%
			d	c	f			e	df	ae			
3=3rd Priority	29	31	18	10	16	4	8	4	16	2	33	24	18
	39.2%	31.6%	48.6%	21.7%	35.6%	26.7%	33.3%	26.7%	61.5%	20.0%	35.1%	40.0%	38.3%
	11.4%	12.2%	7.1%	3.9%	11.9%	3.0%	5.9%	3.0%	11.9%	1.5%	16.4%	11.9%	9.0%
	d		d	ac	e	e		e	abdf	e			
Mean	2.2	1.9	2.2	1.9	2.0	1.8	1.9	2.1	2.4	2.0	2.0	2.2	2.0
SD	0.8	0.8	0.9	0.7	0.9	0.9	0.9	0.7	0.8	0.7	0.8	0.8	0.9
	bd	a		a	e	e	e		abc				

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

Topic 1: Marketplace Dynamics - Customers

Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Brand

N=410

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=1st Priority	21	5	0	0	0	0	2	1	0	1	1	1	0
	27.6%	41.7%	0.0%	0.0%	0.0%	0.0%	33.3%	50.0%	0.0%	33.3%	20.0%	20.0%	0.0%
	27.6%	12.2%	0.0%	0.0%	0.0%	0.0%	4.9%	2.4%	0.0%	2.4%	2.4%	2.4%	0.0%
2=2nd Priority	23	7	1	0	0	0	3	0	1	1	2	2	0
	30.3%	58.3%	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	33.3%	40.0%	40.0%	0.0%
	30.3%	17.1%	2.4%	0.0%	0.0%	0.0%	7.3%	0.0%	2.4%	2.4%	4.9%	4.9%	0.0%
3=3rd Priority	32	0	1	1	0	1	1	1	1	1	2	2	2
	42.1%	0.0%	50.0%	100.0%	0.0%	100.0%	16.7%	50.0%	50.0%	33.3%	40.0%	40.0%	100.0%
	42.1%	0.0%	2.4%	2.4%	0.0%	2.4%	2.4%	2.4%	2.4%	2.4%	4.9%	4.9%	4.9%
		bCEghjkL	a	A		A		a	a		a	a	A
Mean	2.1	1.6	2.5	3.0	---	3.0	1.8	2.0	2.5	2.0	2.2	2.2	3.0
SD	0.8	0.5	0.7	0.0	---	0.0	0.8	1.4	0.7	1.0	0.8	0.8	0.0
		bh	a							a			

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

Topic 1: Marketplace Dynamics - Customers

Rank your customers' top three priorities (1, 2, 3) over the next 12 months: Brand

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=1st Priority	3	3	13	2	1	1	1	0	6	1	3	8	5
	15.8%	27.3%	44.8%	12.5%	11.1%	20.0%	16.7%	0.0%	46.2%	50.0%	20.0%	33.3%	26.3%
	4.0%	4.0%	17.3%	2.7%	2.5%	2.5%	2.5%	0.0%	15.0%	2.5%	5.2%	13.8%	8.6%
	c		ad	c									
2=2nd Priority	4	4	11	3	3	2	4	3	5	0	5	8	7
	21.1%	36.4%	37.9%	18.8%	33.3%	40.0%	66.7%	60.0%	38.5%	0.0%	33.3%	33.3%	36.8%
	5.3%	5.3%	14.7%	4.0%	7.5%	5.0%	10.0%	7.5%	12.5%	0.0%	8.6%	13.8%	12.1%
3=3rd Priority	12	4	5	11	5	2	1	2	2	1	7	8	7
	63.2%	36.4%	17.2%	68.8%	55.6%	40.0%	16.7%	40.0%	15.4%	50.0%	46.7%	33.3%	36.8%
	16.0%	5.3%	6.7%	14.7%	12.5%	5.0%	2.5%	5.0%	5.0%	2.5%	12.1%	13.8%	12.1%
	C		AD	C									
Mean	2.5	2.1	1.7	2.6	2.4	2.2	2.0	2.4	1.7	2.0	2.3	2.0	2.1
SD	0.8	0.8	0.8	0.7	0.7	0.8	0.6	0.5	0.8	1.4	0.8	0.8	0.8
	C		AD	C	e				a				

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of "Emergence of new domestic competitors" over the next 12 months.

N=410

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not Likely	88	4	4	0	2	1	15	5	4	5	2	3	4
	21.7%	22.2%	20.0%	0.0%	40.0%	16.7%	36.6%	26.3%	18.2%	20.8%	22.2%	7.7%	28.6%
	21.7%	1.8%	1.8%	0.0%	0.9%	0.5%	6.8%	2.3%	1.8%	2.3%	0.9%	1.4%	1.8%
					k		K						dF
2=	64	3	3	0	2	2	7	3	5	2	2	3	3
	15.8%	16.7%	15.0%	0.0%	40.0%	33.3%	17.1%	15.8%	22.7%	8.3%	22.2%	7.7%	21.4%
	15.8%	1.4%	1.4%	0.0%	0.9%	0.9%	3.2%	1.4%	2.3%	0.9%	0.9%	1.4%	1.4%
					k								d
3=	44	2	2	1	0	0	3	0	3	5	1	4	1
	10.8%	11.1%	10.0%	33.3%	0.0%	0.0%	7.3%	0.0%	13.6%	20.8%	11.1%	10.3%	7.1%
	10.8%	0.9%	0.9%	0.5%	0.0%	0.0%	1.4%	0.0%	1.4%	2.3%	0.5%	1.8%	0.5%
				g					ci			g	
4=	38	0	1	0	0	2	4	1	2	3	1	6	0
	9.4%	0.0%	5.0%	0.0%	0.0%	33.3%	9.8%	5.3%	9.1%	12.5%	11.1%	15.4%	0.0%
	9.4%	0.0%	0.5%	0.0%	0.0%	0.9%	1.8%	0.5%	0.9%	1.4%	0.5%	2.7%	0.0%
		e				al							e
5=	65	1	2	0	0	1	6	3	1	5	2	4	3
	16.0%	5.6%	10.0%	0.0%	0.0%	16.7%	14.6%	15.8%	4.5%	20.8%	22.2%	10.3%	21.4%
	16.0%	0.5%	0.9%	0.0%	0.0%	0.5%	2.7%	1.4%	0.5%	2.3%	0.9%	1.8%	1.4%
6=	55	4	2	2	1	0	6	3	5	0	1	10	0
	13.5%	22.2%	10.0%	66.7%	20.0%	0.0%	14.6%	15.8%	22.7%	0.0%	11.1%	25.6%	0.0%
	13.5%	1.8%	0.9%	0.9%	0.5%	0.0%	2.7%	1.4%	2.3%	0.0%	0.5%	4.5%	0.0%
		i	c	bfIL	i		c		i		aCdhK	Il	Ck
7=Very Likely	52	4	6	0	0	0	0	4	2	4	0	9	3
	12.8%	22.2%	30.0%	0.0%	0.0%	0.0%	0.0%	21.1%	9.1%	16.7%	0.0%	23.1%	21.4%
	12.8%	1.8%	2.7%	0.0%	0.0%	0.0%	0.0%	1.8%	0.9%	1.8%	0.0%	4.1%	1.4%
		F	F				ABGIKL	F			F	F	F
Mean	3.7	4.1	4.2	5.0	2.4	3.0	2.9	4.0	3.6	3.7	3.2	4.8	3.5
SD	2.1	2.5	2.4	1.7	2.1	1.5	1.9	2.4	2.1	2.1	1.9	1.9	2.4
			f		k	k	bK		k	k	k	deFhijl	k

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of "Emergence of new domestic competitors" over the next 12 months.

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not Likely	34	19	20	11	8	5	8	9	14	5	29	30	11
	25.8%	15.2%	26.7%	17.5%	12.9%	14.7%	23.5%	40.9%	30.4%	33.3%	21.5%	28.3%	16.2%
	8.6%	4.8%	5.1%	2.8%	3.8%	2.3%	3.8%	4.2%	6.6%	2.3%	9.4%	9.7%	3.6%
	b	ac	b		De	d		Ab	a				
2=	29	15	14	5	7	7	9	2	6	3	18	22	12
	22.0%	12.0%	18.7%	7.9%	11.3%	20.6%	26.5%	9.1%	13.0%	20.0%	13.3%	20.8%	17.6%
	7.3%	3.8%	3.5%	1.3%	3.3%	3.3%	4.2%	0.9%	2.8%	1.4%	5.8%	7.1%	3.9%
	bd	a		a									
3=	13	17	5	9	8	2	3	2	4	2	18	6	10
	9.8%	13.6%	6.7%	14.3%	12.9%	5.9%	8.8%	9.1%	8.7%	13.3%	13.3%	5.7%	14.7%
	3.3%	4.3%	1.3%	2.3%	3.8%	0.9%	1.4%	0.9%	1.9%	0.9%	5.8%	1.9%	3.2%
											b	ac	b
4=	11	13	6	7	6	6	2	1	3	2	16	7	4
	8.3%	10.4%	8.0%	11.1%	9.7%	17.6%	5.9%	4.5%	6.5%	13.3%	11.9%	6.6%	5.9%
	2.8%	3.3%	1.5%	1.8%	2.8%	2.8%	0.9%	0.5%	1.4%	0.9%	5.2%	2.3%	1.3%
5=	22	20	6	14	11	2	2	2	8	2	22	12	11
	16.7%	16.0%	8.0%	22.2%	17.7%	5.9%	5.9%	9.1%	17.4%	13.3%	16.3%	11.3%	16.2%
	5.6%	5.1%	1.5%	3.5%	5.2%	0.9%	0.9%	0.9%	3.8%	0.9%	7.1%	3.9%	3.6%
			d	c									
6=	17	21	7	8	14	7	6	0	5	0	18	14	9
	12.9%	16.8%	9.3%	12.7%	22.6%	20.6%	17.6%	0.0%	10.9%	0.0%	13.3%	13.2%	13.2%
	4.3%	5.3%	1.8%	2.0%	6.6%	3.3%	2.8%	0.0%	2.3%	0.0%	5.8%	4.5%	2.9%
					df	d	d	abc		a			
7=Very Likely	6	20	17	9	8	5	4	6	6	1	14	15	11
	4.5%	16.0%	22.7%	14.3%	12.9%	14.7%	11.8%	27.3%	13.0%	6.7%	10.4%	14.2%	16.2%
	1.5%	5.1%	4.3%	2.3%	3.8%	2.3%	1.9%	2.8%	2.8%	0.5%	4.5%	4.9%	3.6%
	BCd	A	A	a									
Mean	3.3	4.1	3.7	4.1	4.3	4.0	3.4	3.4	3.5	2.8	3.7	3.5	3.9
SD	2.0	2.1	2.4	2.0	2.0	2.1	2.2	2.6	2.2	1.9	2.0	2.3	2.1
	BD	A		A	f					a			

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of "Emergence of new global competitors" over the next 12 months.

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
										Industry Sector			
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not Likely	94	2	4	0	1	2	5	8	4	7	5	7	6
	23.3%	11.1%	20.0%	0.0%	20.0%	33.3%	12.5%	42.1%	17.4%	29.2%	55.6%	17.9%	42.9%
	23.3%	0.9%	1.8%	0.0%	0.5%	0.9%	2.3%	3.6%	1.8%	3.2%	2.3%	3.2%	2.7%
		gjl					gJl	af		j	aFhk		af
2=	58	4	6	0	2	0	7	2	4	2	0	6	1
	14.4%	22.2%	30.0%	0.0%	40.0%	0.0%	17.5%	10.5%	17.4%	8.3%	0.0%	15.4%	7.1%
	14.4%	1.8%	2.7%	0.0%	0.9%	0.0%	3.2%	0.9%	1.8%	0.9%	0.0%	2.7%	0.5%
3=	60	3	1	1	0	1	6	1	2	7	3	7	1
	14.9%	16.7%	5.0%	33.3%	0.0%	16.7%	15.0%	5.3%	8.7%	29.2%	33.3%	17.9%	7.1%
	14.9%	1.4%	0.5%	0.5%	0.0%	0.5%	2.7%	0.5%	0.9%	3.2%	1.4%	3.2%	0.5%
			i							b			
4=	45	3	1	0	0	0	3	2	3	5	0	5	2
	11.1%	16.7%	5.0%	0.0%	0.0%	0.0%	7.5%	10.5%	13.0%	20.8%	0.0%	12.8%	14.3%
	11.1%	1.4%	0.5%	0.0%	0.0%	0.0%	1.4%	0.9%	1.4%	2.3%	0.0%	2.3%	0.9%
5=	58	2	2	1	2	2	7	1	4	2	1	4	1
	14.4%	11.1%	10.0%	33.3%	40.0%	33.3%	17.5%	5.3%	17.4%	8.3%	11.1%	10.3%	7.1%
	14.4%	0.9%	0.9%	0.5%	0.9%	0.9%	3.2%	0.5%	1.8%	0.9%	0.5%	1.8%	0.5%
					g			d					
6=	51	3	2	1	0	0	7	2	3	1	0	6	3
	12.6%	16.7%	10.0%	33.3%	0.0%	0.0%	17.5%	10.5%	13.0%	4.2%	0.0%	15.4%	21.4%
	12.6%	1.4%	0.9%	0.5%	0.0%	0.0%	3.2%	0.9%	1.4%	0.5%	0.0%	2.7%	1.4%
7=Very Likely	38	1	4	0	0	1	5	3	3	0	0	4	0
	9.4%	5.6%	20.0%	0.0%	0.0%	16.7%	12.5%	15.8%	13.0%	0.0%	0.0%	10.3%	0.0%
	9.4%	0.5%	1.8%	0.0%	0.0%	0.5%	2.3%	1.4%	1.4%	0.0%	0.0%	1.8%	0.0%
			i							b			
Mean	3.5	3.7	3.7	4.7	3.0	3.7	4.0	3.2	3.9	2.8	2.1	3.7	3.0
SD	2.0	1.8	2.3	1.5	1.9	2.4	2.0	2.4	2.1	1.5	1.5	2.0	2.1
		j		j			ij			j	f	acfhk	j

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of "Emergence of new global competitors" over the next 12 months.

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not Likely	16	31	18	26	20	3	8	6	11	3	31	26	18
	12.1%	25.2%	24.0%	41.3%	32.3%	8.8%	23.5%	28.6%	23.9%	20.0%	23.1%	24.5%	26.9%
	4.1%	7.9%	4.6%	6.6%	9.4%	1.4%	3.8%	2.8%	5.2%	1.4%	10.1%	8.5%	5.9%
	BcD	Ad	ad	Abc	b	a							
2=	18	18	13	9	8	4	7	6	4	4	15	18	10
	13.6%	14.6%	17.3%	14.3%	12.9%	11.8%	20.6%	28.6%	8.7%	26.7%	11.2%	17.0%	14.9%
	4.6%	4.6%	3.3%	2.3%	3.8%	1.9%	3.3%	2.8%	1.9%	1.9%	4.9%	5.9%	3.3%
								e		d			
3=	20	15	12	12	6	7	5	2	10	0	23	14	9
	15.2%	12.2%	16.0%	19.0%	9.7%	20.6%	14.7%	9.5%	21.7%	0.0%	17.2%	13.2%	13.4%
	5.1%	3.8%	3.1%	3.1%	2.8%	3.3%	2.4%	0.9%	4.7%	0.0%	7.5%	4.6%	2.9%
4=	18	14	7	5	6	2	4	1	7	3	16	14	4
	13.6%	11.4%	9.3%	7.9%	9.7%	5.9%	11.8%	4.8%	15.2%	20.0%	11.9%	13.2%	6.0%
	4.6%	3.6%	1.8%	1.3%	2.8%	0.9%	1.9%	0.5%	3.3%	1.4%	5.2%	4.6%	1.3%
5=	25	18	8	5	7	7	3	3	4	3	22	10	9
	18.9%	14.6%	10.7%	7.9%	11.3%	20.6%	8.8%	14.3%	8.7%	20.0%	16.4%	9.4%	13.4%
	6.4%	4.6%	2.0%	1.3%	3.3%	3.3%	1.4%	1.4%	1.9%	1.4%	7.2%	3.3%	2.9%
	d			a									
6=	21	14	8	4	8	6	5	1	6	1	13	14	10
	15.9%	11.4%	10.7%	6.3%	12.9%	17.6%	14.7%	4.8%	13.0%	6.7%	9.7%	13.2%	14.9%
	5.3%	3.6%	2.0%	1.0%	3.8%	2.8%	2.4%	0.5%	2.8%	0.5%	4.2%	4.6%	3.3%
7=Very Likely	14	13	9	2	7	5	2	2	4	1	14	10	7
	10.6%	10.6%	12.0%	3.2%	11.3%	14.7%	5.9%	9.5%	8.7%	6.7%	10.4%	9.4%	10.4%
	3.6%	3.3%	2.3%	0.5%	3.3%	2.4%	0.9%	0.9%	1.9%	0.5%	4.6%	3.3%	2.3%
Mean	4.0	3.5	3.5	2.6	3.4	4.3	3.3	3.0	3.5	3.4	3.6	3.4	3.5
SD	1.9	2.1	2.1	1.8	2.2	1.9	2.0	2.0	2.0	2.0	2.0	2.1	2.2
	bcD	aD	ad	ABc	b	acd	b	b					

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of "More intense rivalry for customers" over the next 12 months.

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not Likely	6	0	0	0	1	0	0	0	1	0	0	0	1
	1.5%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	4.3%	0.0%	0.0%	0.0%	7.1%
	1.5%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.5%
					FiK		D		d				D
2=	5	0	1	0	0	0	0	1	0	0	0	0	0
	1.2%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%
	1.2%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%
3=	19	0	2	0	0	0	0	1	1	1	1	0	0
	4.7%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	5.3%	4.3%	4.2%	11.1%	0.0%	0.0%
	4.7%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.0%	0.0%
			fk				bj				fk		bj
4=	52	2	1	0	0	0	8	0	3	2	3	10	1
	12.8%	11.1%	5.0%	0.0%	0.0%	0.0%	20.5%	0.0%	13.0%	8.3%	33.3%	25.6%	7.1%
	12.8%	0.9%	0.5%	0.0%	0.0%	0.0%	3.7%	0.0%	1.4%	0.9%	1.4%	4.6%	0.5%
							g	fjk			g	g	
5=	91	3	4	1	1	2	7	2	5	7	3	8	7
	22.5%	16.7%	20.0%	33.3%	20.0%	33.3%	17.9%	10.5%	21.7%	29.2%	33.3%	20.5%	50.0%
	22.5%	1.4%	1.8%	0.5%	0.5%	0.9%	3.2%	0.9%	2.3%	3.2%	1.4%	3.7%	3.2%
							l	l				l	fgk
6=	120	7	4	2	3	2	15	10	7	5	2	13	3
	29.6%	38.9%	20.0%	66.7%	60.0%	33.3%	38.5%	52.6%	30.4%	20.8%	22.2%	33.3%	21.4%
	29.6%	3.2%	1.8%	0.9%	1.4%	0.9%	6.8%	4.6%	3.2%	2.3%	0.9%	5.9%	1.4%
			g					bi			g		
7=Very Likely	112	6	8	0	0	2	9	5	6	9	0	8	2
	27.7%	33.3%	40.0%	0.0%	0.0%	33.3%	23.1%	26.3%	26.1%	37.5%	0.0%	20.5%	14.3%
	27.7%	2.7%	3.7%	0.0%	0.0%	0.9%	4.1%	2.3%	2.7%	4.1%	0.0%	3.7%	0.9%
			j							j	bi		
Mean	5.5	5.9	5.6	5.7	4.8	6.0	5.6	5.8	5.4	5.8	4.7	5.5	5.1
SD	1.3	1.0	1.6	0.6	2.2	0.9	1.1	1.3	1.5	1.2	1.0	1.1	1.5
		J				j	j	j		j	Aefgik		j

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of "More intense rivalry for customers" over the next 12 months.

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not Likely	0	0	2	4	2	1	0	0	0	0	2	0	1
	0.0%	0.0%	2.7%	6.3%	3.3%	3.0%	0.0%	0.0%	0.0%	0.0%	1.5%	0.0%	1.5%
	0.0%	0.0%	0.5%	1.0%	0.9%	0.5%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.3%
	D	D		AB									
2=	0	0	4	1	2	0	0	0	0	0	1	1	2
	0.0%	0.0%	5.3%	1.6%	3.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.9%	3.0%
	0.0%	0.0%	1.0%	0.3%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.3%	0.6%
	C	C	AB										
3=	5	5	6	2	4	1	0	0	0	1	3	7	4
	3.8%	4.0%	8.0%	3.2%	6.6%	3.0%	0.0%	0.0%	0.0%	6.7%	2.2%	6.6%	6.0%
	1.3%	1.3%	1.5%	0.5%	1.9%	0.5%	0.0%	0.0%	0.0%	0.5%	1.0%	2.3%	1.3%
4=	15	18	10	6	14	5	0	2	7	0	20	13	7
	11.5%	14.4%	13.3%	9.5%	23.0%	15.2%	0.0%	9.1%	15.2%	0.0%	14.8%	12.3%	10.4%
	3.8%	4.6%	2.5%	1.5%	6.6%	2.4%	0.0%	0.9%	3.3%	0.0%	6.5%	4.2%	2.3%
					Cf	c	Abe		c	a			
5=	30	36	12	13	9	7	10	6	9	7	25	27	16
	22.9%	28.8%	16.0%	20.6%	14.8%	21.2%	29.4%	27.3%	19.6%	46.7%	18.5%	25.5%	23.9%
	7.6%	9.1%	3.0%	3.3%	4.3%	3.3%	4.7%	2.8%	4.3%	3.3%	8.1%	8.8%	5.2%
		c	b		F				f	Ae			
6=	45	30	24	16	17	12	9	8	19	4	48	26	23
	34.4%	24.0%	32.0%	25.4%	27.9%	36.4%	26.5%	36.4%	41.3%	26.7%	35.6%	24.5%	34.3%
	11.4%	7.6%	6.1%	4.1%	8.1%	5.7%	4.3%	3.8%	9.0%	1.9%	15.6%	8.4%	7.5%
7=Very Likely	36	36	17	21	13	7	15	6	11	3	36	32	14
	27.5%	28.8%	22.7%	33.3%	21.3%	21.2%	44.1%	27.3%	23.9%	20.0%	26.7%	30.2%	20.9%
	9.1%	9.1%	4.3%	5.3%	6.2%	3.3%	7.1%	2.8%	5.2%	1.4%	11.7%	10.4%	4.5%
Mean	5.7	5.6	5.2	5.5	5.1	5.5	6.1	5.8	5.7	5.5	5.6	5.6	5.4
SD	1.1	1.2	1.6	1.7	1.6	1.3	0.9	1.0	1.0	1.1	1.3	1.3	1.4
	c		a		Ce	c	Abf		a	c			

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of "More competitor innovation" over the next 12 months.

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
						Industry Sector							
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not Likely	15	0	0	0	1	1	1	0	2	1	1	3	1
	3.7%	0.0%	0.0%	0.0%	20.0%	16.7%	2.4%	0.0%	8.7%	4.2%	11.1%	7.7%	7.1%
	3.7%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.0%	0.9%	0.5%	0.5%	1.4%	0.5%
2=	28	1	1	0	0	1	4	2	1	0	1	3	2
	6.9%	5.6%	5.0%	0.0%	0.0%	16.7%	9.8%	10.5%	4.3%	0.0%	11.1%	7.7%	14.3%
	6.9%	0.5%	0.5%	0.0%	0.0%	0.5%	1.8%	0.9%	0.5%	0.0%	0.5%	1.4%	0.9%
3=	33	0	2	0	1	0	5	2	0	1	0	7	3
	8.1%	0.0%	10.0%	0.0%	20.0%	0.0%	12.2%	10.5%	0.0%	4.2%	0.0%	17.9%	21.4%
	8.1%	0.0%	0.9%	0.0%	0.5%	0.0%	2.3%	0.9%	0.0%	0.5%	0.0%	3.2%	1.4%
		l			h				dkl			h	ah
4=	93	3	2	2	0	0	10	4	7	5	4	9	3
	22.9%	16.7%	10.0%	66.7%	0.0%	0.0%	24.4%	21.1%	30.4%	20.8%	44.4%	23.1%	21.4%
	22.9%	1.4%	0.9%	0.9%	0.0%	0.0%	4.5%	1.8%	3.2%	2.3%	1.8%	4.1%	1.4%
			cj	b							b		
5=	94	7	4	0	2	1	13	2	2	7	2	4	2
	23.2%	38.9%	20.0%	0.0%	40.0%	16.7%	31.7%	10.5%	8.7%	29.2%	22.2%	10.3%	14.3%
	23.2%	3.2%	1.8%	0.0%	0.9%	0.5%	5.9%	0.9%	0.9%	3.2%	0.9%	1.8%	0.9%
		hk					hk		af			af	
6=	92	4	5	1	0	2	7	5	8	5	1	9	3
	22.7%	22.2%	25.0%	33.3%	0.0%	33.3%	17.1%	26.3%	34.8%	20.8%	11.1%	23.1%	21.4%
	22.7%	1.8%	2.3%	0.5%	0.0%	0.9%	3.2%	2.3%	3.6%	2.3%	0.5%	4.1%	1.4%
7=Very Likely	51	3	6	0	1	1	1	4	3	5	0	4	0
	12.6%	16.7%	30.0%	0.0%	20.0%	16.7%	2.4%	21.1%	13.0%	20.8%	0.0%	10.3%	0.0%
	12.6%	1.4%	2.7%	0.0%	0.5%	0.5%	0.5%	1.8%	1.4%	2.3%	0.0%	1.8%	0.0%
			Fl				Bgi	f		f			b
Mean	4.7	5.2	5.4	4.7	4.2	4.5	4.3	4.9	4.8	5.2	3.9	4.3	3.9
SD	1.6	1.3	1.5	1.2	2.3	2.4	1.4	1.7	1.7	1.5	1.5	1.8	1.6
		fjl	FjkL				aBi			fjl	abi	b	aBi

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of "More competitor innovation" over the next 12 months.

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not Likely	6	3	1	5	6	2	1	0	1	0	6	3	2
	4.5%	2.4%	1.3%	7.9%	9.7%	5.9%	2.9%	0.0%	2.2%	0.0%	4.4%	2.9%	2.9%
	1.5%	0.8%	0.3%	1.3%	2.8%	0.9%	0.5%	0.0%	0.5%	0.0%	1.9%	1.0%	0.6%
2=	10	7	5	5	7	1	4	2	1	0	11	6	6
	7.6%	5.6%	6.7%	7.9%	11.3%	2.9%	11.8%	9.1%	2.2%	0.0%	8.1%	5.7%	8.8%
	2.5%	1.8%	1.3%	1.3%	3.3%	0.5%	1.9%	0.9%	0.5%	0.0%	3.6%	1.9%	1.9%
3=	14	10	5	4	7	4	2	2	5	1	11	10	4
	10.6%	8.0%	6.7%	6.3%	11.3%	11.8%	5.9%	9.1%	10.9%	6.7%	8.1%	9.5%	5.9%
	3.5%	2.5%	1.3%	1.0%	3.3%	1.9%	0.9%	0.9%	2.3%	0.5%	3.6%	3.2%	1.3%
4=	33	29	12	14	13	9	8	5	7	4	26	30	18
	25.0%	23.2%	16.0%	22.2%	21.0%	26.5%	23.5%	22.7%	15.2%	26.7%	19.1%	28.6%	26.5%
	8.4%	7.3%	3.0%	3.5%	6.1%	4.2%	3.8%	2.3%	3.3%	1.9%	8.4%	9.7%	5.8%
5=	33	24	19	15	8	7	6	8	15	3	29	27	14
	25.0%	19.2%	25.3%	23.8%	12.9%	20.6%	17.6%	36.4%	32.6%	20.0%	21.3%	25.7%	20.6%
	8.4%	6.1%	4.8%	3.8%	3.8%	3.3%	2.8%	3.8%	7.0%	1.4%	9.4%	8.7%	4.5%
					de			a	a				
6=	27	34	20	10	11	10	11	3	8	4	34	19	15
	20.5%	27.2%	26.7%	15.9%	17.7%	29.4%	32.4%	13.6%	17.4%	26.7%	25.0%	18.1%	22.1%
	6.8%	8.6%	5.1%	2.5%	5.2%	4.7%	5.2%	1.4%	3.8%	1.9%	11.0%	6.1%	4.9%
7=Very Likely	9	18	13	10	10	1	2	2	9	3	19	10	9
	6.8%	14.4%	17.3%	15.9%	16.1%	2.9%	5.9%	9.1%	19.6%	20.0%	14.0%	9.5%	13.2%
	2.3%	4.6%	3.3%	2.5%	4.7%	0.5%	0.9%	0.9%	4.2%	1.4%	6.1%	3.2%	2.9%
	bcd	a	a	a		e			b				
Mean	4.5	4.9	5.1	4.6	4.3	4.5	4.6	4.6	5.0	5.3	4.8	4.6	4.7
SD	1.5	1.5	1.5	1.8	1.9	1.5	1.6	1.4	1.5	1.3	1.6	1.4	1.6
	bC	a	A		e				a				

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of "More competitor price-cutting" over the next 12 months.

N=410	Total	Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
							Industry Sector						
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not Likely	18	0	1	0	1	1	2	0	1	1	1	0	3
	4.5%	0.0%	5.0%	0.0%	20.0%	16.7%	4.9%	0.0%	4.3%	4.2%	11.1%	0.0%	21.4%
	4.5%	0.0%	0.5%	0.0%	0.5%	0.5%	0.9%	0.0%	0.5%	0.5%	0.5%	0.0%	1.4%
					K	k			l		k	DejL	gK
2=	18	0	1	0	0	0	1	1	1	1	1	4	1
	4.5%	0.0%	5.0%	0.0%	0.0%	0.0%	2.4%	5.3%	4.3%	4.2%	11.1%	10.3%	7.1%
	4.5%	0.0%	0.5%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.5%	1.8%	0.5%
3=	32	0	2	1	0	0	2	1	1	4	1	2	2
	7.9%	0.0%	10.0%	33.3%	0.0%	0.0%	4.9%	5.3%	4.3%	16.7%	11.1%	5.1%	14.3%
	7.9%	0.0%	0.9%	0.5%	0.0%	0.0%	0.9%	0.5%	0.5%	1.8%	0.5%	0.9%	0.9%
		c		a									
4=	68	2	7	0	0	0	9	1	2	7	1	9	1
	16.8%	11.8%	35.0%	0.0%	0.0%	0.0%	22.0%	5.3%	8.7%	29.2%	11.1%	23.1%	7.1%
	16.8%	0.9%	3.2%	0.0%	0.0%	0.0%	4.1%	0.5%	0.9%	3.2%	0.5%	4.1%	0.5%
			gh						b	b			
5=	79	4	3	0	0	3	2	4	5	4	3	8	2
	19.6%	23.5%	15.0%	0.0%	0.0%	50.0%	4.9%	21.1%	21.7%	16.7%	33.3%	20.5%	14.3%
	19.6%	1.8%	1.4%	0.0%	0.0%	1.4%	0.9%	1.8%	2.3%	1.8%	1.4%	3.6%	0.9%
		f				F	aEhjk		f		f	f	
6=	110	7	2	0	4	1	16	6	6	3	2	12	5
	27.2%	41.2%	10.0%	0.0%	80.0%	16.7%	39.0%	31.6%	26.1%	12.5%	22.2%	30.8%	35.7%
	27.2%	3.2%	0.9%	0.0%	1.8%	0.5%	7.3%	2.7%	2.7%	1.4%	0.9%	5.5%	2.3%
		bi	aDf		BhIk		bi			d	aDf		d
7=Very Likely	79	4	4	2	0	1	9	6	7	4	0	4	0
	19.6%	23.5%	20.0%	66.7%	0.0%	16.7%	22.0%	31.6%	30.4%	16.7%	0.0%	10.3%	0.0%
	19.6%	1.8%	1.8%	0.9%	0.0%	0.5%	4.1%	2.7%	3.2%	1.8%	0.0%	1.8%	0.0%
				jkL				kl	kl		c	cgh	Cgh
Mean	5.0	5.8	4.6	5.7	5.0	4.8	5.2	5.6	5.4	4.5	4.1	4.9	3.9
SD	1.6	1.0	1.7	2.3	2.2	2.0	1.6	1.4	1.7	1.6	1.8	1.5	2.1
		bIJkL	ag				l	bijL	l	Ag	Ag	a	AfGh

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of "More competitor price-cutting" over the next 12 months.

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not Likely	3	2	4	8	4	1	1	1	0	2	8	2	5
	2.3%	1.6%	5.5%	12.7%	6.6%	2.9%	2.9%	4.5%	0.0%	13.3%	5.9%	1.9%	7.4%
	0.8%	0.5%	1.0%	2.0%	1.9%	0.5%	0.5%	0.5%	0.0%	0.9%	2.6%	0.6%	1.6%
	D	D		AB						f			e
2=	4	6	3	5	7	1	2	0	1	0	8	3	3
	3.0%	4.8%	4.1%	7.9%	11.5%	2.9%	5.9%	0.0%	2.2%	0.0%	5.9%	2.9%	4.4%
	1.0%	1.5%	0.8%	1.3%	3.3%	0.5%	0.9%	0.0%	0.5%	0.0%	2.6%	1.0%	1.0%
3=	6	11	6	9	4	1	5	2	4	1	7	8	7
	4.5%	8.8%	8.2%	14.3%	6.6%	2.9%	14.7%	9.1%	8.7%	6.7%	5.1%	7.7%	10.3%
	1.5%	2.8%	1.5%	2.3%	1.9%	0.5%	2.4%	0.9%	1.9%	0.5%	2.3%	2.6%	2.3%
	d			a									
4=	20	25	10	12	16	5	2	5	4	5	22	18	12
	15.2%	20.0%	13.7%	19.0%	26.2%	14.7%	5.9%	22.7%	8.7%	33.3%	16.2%	17.3%	17.6%
	5.1%	6.4%	2.5%	3.1%	7.5%	2.4%	0.9%	2.4%	1.9%	2.4%	7.1%	5.8%	3.9%
					ce		af		af	ce			
5=	25	26	18	9	9	7	4	5	9	2	23	21	16
	18.9%	20.8%	24.7%	14.3%	14.8%	20.6%	11.8%	22.7%	19.6%	13.3%	16.9%	20.2%	23.5%
	6.4%	6.6%	4.6%	2.3%	4.2%	3.3%	1.9%	2.4%	4.2%	0.9%	7.5%	6.8%	5.2%
6=	43	33	18	10	11	13	10	6	20	2	43	29	15
	32.6%	26.4%	24.7%	15.9%	18.0%	38.2%	29.4%	27.3%	43.5%	13.3%	31.6%	27.9%	22.1%
	10.9%	8.4%	4.6%	2.5%	5.2%	6.1%	4.7%	2.8%	9.4%	0.9%	14.0%	9.4%	4.9%
	d			a	bE	a			Af	e			
7=Very Likely	31	22	14	10	10	6	10	3	8	3	25	23	10
	23.5%	17.6%	19.2%	15.9%	16.4%	17.6%	29.4%	13.6%	17.4%	20.0%	18.4%	22.1%	14.7%
	7.9%	5.6%	3.6%	2.5%	4.7%	2.8%	4.7%	1.4%	3.8%	1.4%	8.1%	7.5%	3.2%
Mean	5.4	5.0	5.0	4.3	4.5	5.3	5.2	5.0	5.5	4.5	5.0	5.2	4.7
SD	1.5	1.5	1.7	2.0	1.8	1.4	1.8	1.5	1.3	1.9	1.7	1.5	1.7
	D	D	d	ABc	bE	a			Af	e		c	b

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of "More cooperation on non-price strategies" over the next 12 months.

N=410

	Total	Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not Likely	47	4	1	0	0	0	3	1	3	2	1	9	2
	11.8%	22.2%	5.0%	0.0%	0.0%	0.0%	7.3%	5.3%	13.0%	8.3%	11.1%	23.1%	14.3%
	11.8%	1.8%	0.5%	0.0%	0.0%	0.0%	1.4%	0.5%	1.4%	0.9%	0.5%	4.1%	0.9%
2=	51	2	5	0	1	0	8	3	2	4	1	7	1
	12.8%	11.1%	25.0%	0.0%	25.0%	0.0%	19.5%	15.8%	8.7%	16.7%	11.1%	17.9%	7.1%
	12.8%	0.9%	2.3%	0.0%	0.5%	0.0%	3.7%	1.4%	0.9%	1.8%	0.5%	3.2%	0.5%
3=	66	3	2	0	0	1	3	5	4	6	4	9	3
	16.5%	16.7%	10.0%	0.0%	0.0%	16.7%	7.3%	26.3%	17.4%	25.0%	44.4%	23.1%	21.4%
	16.5%	1.4%	0.9%	0.0%	0.0%	0.5%	1.4%	2.3%	1.8%	2.7%	1.8%	4.1%	1.4%
			j				gJ	f			bF		
4=	111	5	4	2	0	3	12	4	7	8	2	6	6
	27.8%	27.8%	20.0%	100.0%	0.0%	50.0%	29.3%	21.1%	30.4%	33.3%	22.2%	15.4%	42.9%
	27.8%	2.3%	1.8%	0.9%	0.0%	1.4%	5.5%	1.8%	3.2%	3.7%	0.9%	2.7%	2.7%
			c	bfgK			c	c				Cl	k
5=	61	2	3	0	0	1	9	3	2	3	1	4	1
	15.3%	11.1%	15.0%	0.0%	0.0%	16.7%	22.0%	15.8%	8.7%	12.5%	11.1%	10.3%	7.1%
	15.3%	0.9%	1.4%	0.0%	0.0%	0.5%	4.1%	1.4%	0.9%	1.4%	0.5%	1.8%	0.5%
6=	50	1	3	0	3	1	4	3	5	0	0	3	1
	12.5%	5.6%	15.0%	0.0%	75.0%	16.7%	9.8%	15.8%	21.7%	0.0%	0.0%	7.7%	7.1%
	12.5%	0.5%	1.4%	0.0%	1.4%	0.5%	1.8%	1.4%	2.3%	0.0%	0.0%	1.4%	0.5%
		D	d		AbFghIjKl		D	d	di	Dh	d	D	d
7=Very Likely	14	1	2	0	0	0	2	0	0	1	0	1	0
	3.5%	5.6%	10.0%	0.0%	0.0%	0.0%	4.9%	0.0%	0.0%	4.2%	0.0%	2.6%	0.0%
	3.5%	0.5%	0.9%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.5%	0.0%	0.5%	0.0%
Mean	3.7	3.3	4.0	4.0	5.0	4.3	3.9	3.7	3.8	3.4	3.1	3.1	3.4
SD	1.6	1.8	1.8	0.0	2.0	1.0	1.6	1.5	1.7	1.4	1.2	1.7	1.4
					k		k					df	

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

Topic 1: Marketplace Dynamics - Competitors

Predict the likelihood of "More cooperation on non-price strategies" over the next 12 months.

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not Likely	9	13	13	10	10	4	1	3	5	1	23	8	5
	6.9%	10.7%	17.3%	16.1%	16.1%	11.8%	3.0%	13.6%	11.1%	6.7%	17.3%	7.7%	7.4%
	2.3%	3.3%	3.3%	2.6%	4.7%	1.9%	0.5%	1.4%	2.4%	0.5%	7.5%	2.6%	1.6%
	cd		a	a							b	a	
2=	16	16	10	7	10	5	7	2	7	2	19	15	7
	12.3%	13.1%	13.3%	11.3%	16.1%	14.7%	21.2%	9.1%	15.6%	13.3%	14.3%	14.4%	10.3%
	4.1%	4.1%	2.6%	1.8%	4.7%	2.4%	3.3%	0.9%	3.3%	0.9%	6.2%	4.9%	2.3%
3=	24	18	12	10	15	4	6	6	7	1	19	17	15
	18.5%	14.8%	16.0%	16.1%	24.2%	11.8%	18.2%	27.3%	15.6%	6.7%	14.3%	16.3%	22.1%
	6.2%	4.6%	3.1%	2.6%	7.1%	1.9%	2.8%	2.8%	3.3%	0.5%	6.2%	5.6%	4.9%
4=	39	34	21	15	12	10	10	4	13	6	36	30	16
	30.0%	27.9%	28.0%	24.2%	19.4%	29.4%	30.3%	18.2%	28.9%	40.0%	27.1%	28.8%	23.5%
	10.0%	8.7%	5.4%	3.9%	5.7%	4.7%	4.7%	1.9%	6.2%	2.8%	11.8%	9.8%	5.2%
5=	22	18	9	11	7	5	5	4	7	3	15	20	13
	16.9%	14.8%	12.0%	17.7%	11.3%	14.7%	15.2%	18.2%	15.6%	20.0%	11.3%	19.2%	19.1%
	5.7%	4.6%	2.3%	2.8%	3.3%	2.4%	2.4%	1.9%	3.3%	1.4%	4.9%	6.6%	4.3%
6=	16	19	8	5	8	5	4	3	2	1	15	13	9
	12.3%	15.6%	10.7%	8.1%	12.9%	14.7%	12.1%	13.6%	4.4%	6.7%	11.3%	12.5%	13.2%
	4.1%	4.9%	2.1%	1.3%	3.8%	2.4%	1.9%	1.4%	0.9%	0.5%	4.9%	4.3%	3.0%
7=Very Likely	4	4	2	4	0	1	0	0	4	1	6	1	3
	3.1%	3.3%	2.7%	6.5%	0.0%	2.9%	0.0%	0.0%	8.9%	6.7%	4.5%	1.0%	4.4%
	1.0%	1.0%	0.5%	1.0%	0.0%	0.5%	0.0%	0.0%	1.9%	0.5%	2.0%	0.3%	1.0%
					ef				a	a			
Mean	3.9	3.8	3.5	3.7	3.3	3.8	3.7	3.6	3.7	4.0	3.5	3.8	3.9
SD	1.5	1.6	1.7	1.8	1.6	1.7	1.4	1.6	1.7	1.6	1.7	1.5	1.6

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

Topic 1: Marketplace Dynamics - Channel Partners

<u>Will you use a channel or go directly to market?</u>

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Uses channel partners	290	16	17	2	2	5	30	17	17	17	3	16	9
	70.7%	88.9%	85.0%	66.7%	40.0%	71.4%	73.2%	89.5%	73.9%	70.8%	33.3%	41.0%	64.3%
	70.7%	7.2%	7.7%	0.9%	0.9%	2.3%	13.5%	7.7%	7.7%	7.7%	1.4%	7.2%	4.1%
		dJK	dJK		abg		jK	dJK	jk	k	ABfGh	ABFGhi	
Does not use channel partners	120	2	3	1	3	2	11	2	6	7	6	23	5
	29.3%	11.1%	15.0%	33.3%	60.0%	28.6%	26.8%	10.5%	26.1%	29.2%	66.7%	59.0%	35.7%
	29.3%	0.9%	1.4%	0.5%	1.4%	0.9%	5.0%	0.9%	2.7%	3.2%	2.7%	10.4%	2.3%
		dJK	dJK		abg		jK	dJK	jk	k	ABfGh	ABFGhi	

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

Topic 1: Marketplace Dynamics - Channel Partners

<u>Will you use a channel or go directly to market?</u>

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Uses channel partners	100	81	57	44	37	24	21	19	33	13	82	87	52
	74.6%	64.3%	76.0%	68.8%	59.7%	70.6%	61.8%	86.4%	70.2%	86.7%	59.9%	82.1%	76.5%
	25.1%	20.3%	14.3%	11.0%	17.3%	11.2%	9.8%	8.9%	15.4%	6.1%	26.4%	28.0%	16.7%
					d			a			Bc	A	a
Does not use channel partners	34	45	18	20	25	10	13	3	14	2	55	19	16
	25.4%	35.7%	24.0%	31.3%	40.3%	29.4%	38.2%	13.6%	29.8%	13.3%	40.1%	17.9%	23.5%
	8.5%	11.3%	4.5%	5.0%	11.7%	4.7%	6.1%	1.4%	6.5%	0.9%	17.7%	6.1%	5.1%
					d			a			Bc	A	a

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=290	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
												Industry Sector	
Total	290	16	17	2	2	5	30	17	17	17	3	16	9
	100.0%	10.6%	11.3%	1.3%	1.3%	3.3%	19.9%	11.3%	11.3%	11.3%	2.0%	10.6%	6.0%
	100.0%	10.6%	11.3%	1.3%	1.3%	3.3%	19.9%	11.3%	11.3%	11.3%	2.0%	10.6%	6.0%
+1=More	141	8	6	0	2	1	15	9	11	11	1	10	3
	50.9%	53.3%	35.3%	0.0%	100.0%	20.0%	50.0%	52.9%	64.7%	68.8%	33.3%	62.5%	33.3%
	50.9%	5.4%	4.0%	0.0%	1.3%	0.7%	10.1%	6.0%	7.4%	7.4%	0.7%	6.7%	2.0%
0=No Change	104	7	10	2	0	4	13	7	4	2	2	5	5
	37.5%	46.7%	58.8%	100.0%	0.0%	80.0%	43.3%	41.2%	23.5%	12.5%	66.7%	31.3%	55.6%
	37.5%	4.7%	6.7%	1.3%	0.0%	2.7%	8.7%	4.7%	2.7%	1.3%	1.3%	3.4%	3.4%
		i	hI	hi		hI	i		bce	aBcEfjl	i		i
-1=Less	32	0	1	0	0	0	2	1	2	3	0	1	1
	11.6%	0.0%	5.9%	0.0%	0.0%	0.0%	6.7%	5.9%	11.8%	18.8%	0.0%	6.3%	11.1%
	11.6%	0.0%	0.7%	0.0%	0.0%	0.0%	1.3%	0.7%	1.3%	2.0%	0.0%	0.7%	0.7%
Mean	0.4	0.5	0.3	0.0	1.0	0.2	0.4	0.5	0.5	0.5	0.3	0.6	0.2
SD	0.7	0.5	0.6	0.0	0.0	0.4	0.6	0.6	0.7	0.8	0.6	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=290	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	100	81	57	44	37	24	21	19	33	13	82	87	52
	35.5%	28.7%	20.2%	15.6%	25.2%	16.3%	14.3%	12.9%	22.4%	8.8%	37.1%	39.4%	23.5%
	35.5%	28.7%	20.2%	15.6%	25.2%	16.3%	14.3%	12.9%	22.4%	8.8%	37.1%	39.4%	23.5%
+1=More	56	41	24	17	26	13	8	7	16	4	38	38	37
	57.7%	53.9%	43.6%	41.5%	70.3%	54.2%	38.1%	36.8%	50.0%	33.3%	46.3%	44.2%	72.5%
	20.8%	15.2%	8.9%	6.3%	17.9%	9.0%	5.5%	4.8%	11.0%	2.8%	17.4%	17.4%	16.9%
					cdf		a	a		a	C	C	AB
0=No Change	31	26	26	18	8	9	10	11	15	7	36	33	12
	32.0%	34.2%	47.3%	43.9%	21.6%	37.5%	47.6%	57.9%	46.9%	58.3%	43.9%	38.4%	23.5%
	11.5%	9.7%	9.7%	6.7%	5.5%	6.2%	6.9%	7.6%	10.3%	4.8%	16.4%	15.1%	5.5%
					cDef		a	A	a	a	c		a
-1=Less	10	9	5	6	3	2	3	1	1	1	8	15	2
	10.3%	11.8%	9.1%	14.6%	8.1%	8.3%	14.3%	5.3%	3.1%	8.3%	9.8%	17.4%	3.9%
	3.7%	3.3%	1.9%	2.2%	2.1%	1.4%	2.1%	0.7%	0.7%	0.7%	3.7%	6.8%	0.9%
												c	b
Mean	0.5	0.4	0.3	0.3	0.6	0.5	0.2	0.3	0.5	0.3	0.4	0.3	0.7
SD	0.7	0.7	0.6	0.7	0.6	0.7	0.7	0.6	0.6	0.6	0.7	0.7	0.5
					c		a				C	C	AB

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's purchase volume

N=290	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	290	16	17	2	2	5	30	17	17	17	3	16	9
	100.0%	10.6%	11.3%	1.3%	1.3%	3.3%	19.9%	11.3%	11.3%	11.3%	2.0%	10.6%	6.0%
	100.0%	10.6%	11.3%	1.3%	1.3%	3.3%	19.9%	11.3%	11.3%	11.3%	2.0%	10.6%	6.0%
+1=Increase	146	10	9	0	2	1	18	11	11	11	1	7	2
	53.7%	62.5%	52.9%	0.0%	100.0%	20.0%	60.0%	64.7%	64.7%	64.7%	50.0%	46.7%	22.2%
	53.7%	6.7%	6.0%	0.0%	1.3%	0.7%	12.1%	7.4%	7.4%	7.4%	0.7%	4.7%	1.3%
0=No Change	100	5	7	2	0	4	9	5	5	4	1	6	5
	36.8%	31.3%	41.2%	100.0%	0.0%	80.0%	30.0%	29.4%	29.4%	23.5%	50.0%	40.0%	55.6%
	36.8%	3.4%	4.7%	1.3%	0.0%	2.7%	6.0%	3.4%	3.4%	2.7%	0.7%	4.0%	3.4%
				i		fi	e			ce			
-1=Decrease	26	1	1	0	0	0	3	1	1	2	0	2	2
	9.6%	6.3%	5.9%	0.0%	0.0%	0.0%	10.0%	5.9%	5.9%	11.8%	0.0%	13.3%	22.2%
	9.6%	0.7%	0.7%	0.0%	0.0%	0.0%	2.0%	0.7%	0.7%	1.3%	0.0%	1.3%	1.3%
Mean	0.4	0.6	0.5	0.0	1.0	0.2	0.5	0.6	0.6	0.5	0.5	0.3	0.0
SD	0.7	0.6	0.6	0.0	0.0	0.4	0.7	0.6	0.6	0.7	0.7	0.7	0.7
									1	1			gh

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's purchase volume

N=290

	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	100	81	57	44	37	24	21	19	33	13	82	87	52
	35.5%	28.7%	20.2%	15.6%	25.2%	16.3%	14.3%	12.9%	22.4%	8.8%	37.1%	39.4%	23.5%
	35.5%	28.7%	20.2%	15.6%	25.2%	16.3%	14.3%	12.9%	22.4%	8.8%	37.1%	39.4%	23.5%
+1=Increase	60	33	30	21	22	15	7	10	19	4	42	41	32
	62.5%	44.0%	55.6%	52.5%	61.1%	62.5%	33.3%	52.6%	59.4%	30.8%	51.9%	47.7%	64.0%
	22.6%	12.5%	11.3%	7.9%	15.2%	10.3%	4.8%	6.9%	13.1%	2.8%	19.4%	18.9%	14.7%
	b	a			c		a						
0=No Change	27	33	19	17	12	8	11	8	9	7	30	36	14
	28.1%	44.0%	35.2%	42.5%	33.3%	33.3%	52.4%	42.1%	28.1%	53.8%	37.0%	41.9%	28.0%
	10.2%	12.5%	7.2%	6.4%	8.3%	5.5%	7.6%	5.5%	6.2%	4.8%	13.8%	16.6%	6.5%
	b	a											
-1=Decrease	9	9	5	2	2	1	3	1	4	2	9	9	4
	9.4%	12.0%	9.3%	5.0%	5.6%	4.2%	14.3%	5.3%	12.5%	15.4%	11.1%	10.5%	8.0%
	3.4%	3.4%	1.9%	0.8%	1.4%	0.7%	2.1%	0.7%	2.8%	1.4%	4.1%	4.1%	1.8%
Mean	0.5	0.3	0.5	0.5	0.6	0.6	0.2	0.5	0.5	0.2	0.4	0.4	0.6
SD	0.7	0.7	0.7	0.6	0.6	0.6	0.7	0.6	0.7	0.7	0.7	0.7	0.6
	b	a			c	c	ab						

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's price per unit

N=290	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	290	16	17	2	2	5	30	17	17	17	3	16	9
	100.0%	10.6%	11.3%	1.3%	1.3%	3.3%	19.9%	11.3%	11.3%	11.3%	2.0%	10.6%	6.0%
	100.0%	10.6%	11.3%	1.3%	1.3%	3.3%	19.9%	11.3%	11.3%	11.3%	2.0%	10.6%	6.0%
+1=Increase	53	6	3	0	1	1	4	6	3	5	0	3	0
	19.6%	37.5%	17.6%	0.0%	50.0%	20.0%	13.3%	35.3%	17.6%	29.4%	0.0%	20.0%	0.0%
	19.6%	4.0%	2.0%	0.0%	0.7%	0.7%	2.7%	4.0%	2.0%	3.4%	0.0%	2.0%	0.0%
		l											a
0=No Change	151	10	10	2	1	1	20	6	10	7	1	8	7
	55.9%	62.5%	58.8%	100.0%	50.0%	20.0%	66.7%	35.3%	58.8%	41.2%	50.0%	53.3%	77.8%
	55.9%	6.7%	6.7%	1.3%	0.7%	0.7%	13.4%	4.0%	6.7%	4.7%	0.7%	5.4%	4.7%
							g	f					
-1=Decrease	66	0	4	0	0	3	6	5	4	5	1	4	2
	24.4%	0.0%	23.5%	0.0%	0.0%	60.0%	20.0%	29.4%	23.5%	29.4%	50.0%	26.7%	22.2%
	24.4%	0.0%	2.7%	0.0%	0.0%	2.0%	4.0%	3.4%	2.7%	3.4%	0.7%	2.7%	1.3%
		bEghijk	a			A		a	a	a	a	a	a
Mean	0.0	0.4	-0.1	0.0	0.5	-0.4	-0.1	0.1	-0.1	0.0	-0.5	-0.1	-0.2
SD	0.7	0.5	0.7	0.0	0.7	0.9	0.6	0.8	0.7	0.8	0.7	0.7	0.4
		befhjL	a				a	a		a		a	A

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's price per unit

N=290

	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	100	81	57	44	37	24	21	19	33	13	82	87	52
	35.5%	28.7%	20.2%	15.6%	25.2%	16.3%	14.3%	12.9%	22.4%	8.8%	37.1%	39.4%	23.5%
	35.5%	28.7%	20.2%	15.6%	25.2%	16.3%	14.3%	12.9%	22.4%	8.8%	37.1%	39.4%	23.5%
+1=Increase	18	12	14	8	7	3	6	5	3	5	16	14	10
	18.9%	16.0%	26.4%	20.0%	19.4%	12.5%	28.6%	26.3%	9.4%	38.5%	19.8%	16.5%	20.4%
	6.8%	4.6%	5.3%	3.0%	4.8%	2.1%	4.1%	3.4%	2.1%	3.4%	7.4%	6.5%	4.7%
									f	e			
0=No Change	52	44	31	20	25	15	8	10	19	6	50	48	23
	54.7%	58.7%	58.5%	50.0%	69.4%	62.5%	38.1%	52.6%	59.4%	46.2%	61.7%	56.5%	46.9%
	19.8%	16.7%	11.8%	7.6%	17.2%	10.3%	5.5%	6.9%	13.1%	4.1%	23.3%	22.3%	10.7%
					c		a						
-1=Decrease	25	19	8	12	4	6	7	4	10	2	15	23	16
	26.3%	25.3%	15.1%	30.0%	11.1%	25.0%	33.3%	21.1%	31.3%	15.4%	18.5%	27.1%	32.7%
	9.5%	7.2%	3.0%	4.6%	2.8%	4.1%	4.8%	2.8%	6.9%	1.4%	7.0%	10.7%	7.4%
					ce		a		a				
Mean	-0.1	-0.1	0.1	-0.1	0.1	-0.1	0.0	0.1	-0.2	0.2	0.0	-0.1	-0.1
SD	0.7	0.6	0.6	0.7	0.6	0.6	0.8	0.7	0.6	0.7	0.6	0.7	0.7
					e				af	e			

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner will buy related products and services

N=290	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	290	16	17	2	2	5	30	17	17	17	3	16	9
	100.0%	10.6%	11.3%	1.3%	1.3%	3.3%	19.9%	11.3%	11.3%	11.3%	2.0%	10.6%	6.0%
	100.0%	10.6%	11.3%	1.3%	1.3%	3.3%	19.9%	11.3%	11.3%	11.3%	2.0%	10.6%	6.0%
+1=Increase	118	6	5	1	2	2	10	8	8	7	0	6	4
	43.9%	40.0%	29.4%	50.0%	100.0%	40.0%	33.3%	47.1%	47.1%	41.2%	0.0%	40.0%	44.4%
	43.9%	4.1%	3.4%	0.7%	1.4%	1.4%	6.8%	5.4%	5.4%	4.7%	0.0%	4.1%	2.7%
0=No Change	137	8	12	1	0	3	17	9	8	7	2	9	5
	50.9%	53.3%	70.6%	50.0%	0.0%	60.0%	56.7%	52.9%	47.1%	41.2%	100.0%	60.0%	55.6%
	50.9%	5.4%	8.1%	0.7%	0.0%	2.0%	11.5%	6.1%	5.4%	4.7%	1.4%	6.1%	3.4%
-1=Decrease	14	1	0	0	0	0	3	0	1	3	0	0	0
	5.2%	6.7%	0.0%	0.0%	0.0%	0.0%	10.0%	0.0%	5.9%	17.6%	0.0%	0.0%	0.0%
	5.2%	0.7%	0.0%	0.0%	0.0%	0.0%	2.0%	0.0%	0.7%	2.0%	0.0%	0.0%	0.0%
Mean	0.4	0.3	0.3	0.5	1.0	0.4	0.2	0.5	0.4	0.2	0.0	0.4	0.4
SD	0.6	0.6	0.5	0.7	0.0	0.5	0.6	0.5	0.6	0.8	0.0	0.5	0.5

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner will buy related products and services

N=290

	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	100	81	57	44	37	24	21	19	33	13	82	87	52
	35.5%	28.7%	20.2%	15.6%	25.2%	16.3%	14.3%	12.9%	22.4%	8.8%	37.1%	39.4%	23.5%
	35.5%	28.7%	20.2%	15.6%	25.2%	16.3%	14.3%	12.9%	22.4%	8.8%	37.1%	39.4%	23.5%
+1=Increase	49	29	20	16	13	8	10	5	14	5	34	35	23
	51.0%	39.2%	37.7%	41.0%	36.1%	33.3%	47.6%	27.8%	45.2%	38.5%	42.5%	40.7%	46.9%
	18.7%	11.1%	7.6%	6.1%	9.1%	5.6%	7.0%	3.5%	9.8%	3.5%	15.8%	16.3%	10.7%
0=No Change	41	40	30	23	20	16	9	12	16	7	41	45	24
	42.7%	54.1%	56.6%	59.0%	55.6%	66.7%	42.9%	66.7%	51.6%	53.8%	51.3%	52.3%	49.0%
	15.6%	15.3%	11.5%	8.8%	14.0%	11.2%	6.3%	8.4%	11.2%	4.9%	19.1%	20.9%	11.2%
-1=Decrease	6	5	3	0	3	0	2	1	1	1	5	6	2
	6.3%	6.8%	5.7%	0.0%	8.3%	0.0%	9.5%	5.6%	3.2%	7.7%	6.3%	7.0%	4.1%
	2.3%	1.9%	1.1%	0.0%	2.1%	0.0%	1.4%	0.7%	0.7%	0.7%	2.3%	2.8%	0.9%
Mean	0.4	0.3	0.3	0.4	0.3	0.3	0.4	0.2	0.4	0.3	0.4	0.3	0.4
SD	0.6	0.6	0.6	0.5	0.6	0.5	0.7	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

Expected one year channel partner outcome for: My firm will sell directly to end customers, not through channel partners

N=290	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	290	16	17	2	2	5	30	17	17	17	3	16	9
	100.0%	10.6%	11.3%	1.3%	1.3%	3.3%	19.9%	11.3%	11.3%	11.3%	2.0%	10.6%	6.0%
	100.0%	10.6%	11.3%	1.3%	1.3%	3.3%	19.9%	11.3%	11.3%	11.3%	2.0%	10.6%	6.0%
+1=Increase	87	4	9	0	1	1	11	1	5	4	2	6	3
	32.3%	25.0%	52.9%	0.0%	50.0%	25.0%	36.7%	5.9%	29.4%	25.0%	66.7%	40.0%	33.3%
	32.3%	2.7%	6.1%	0.0%	0.7%	0.7%	7.4%	0.7%	3.4%	2.7%	1.4%	4.1%	2.0%
			G					g	Bfjk			g	g
0=No Change	170	12	8	2	1	2	17	16	12	10	1	8	5
	63.2%	75.0%	47.1%	100.0%	50.0%	50.0%	56.7%	94.1%	70.6%	62.5%	33.3%	53.3%	55.6%
	63.2%	8.1%	5.4%	1.4%	0.7%	1.4%	11.5%	10.8%	8.1%	6.8%	0.7%	5.4%	3.4%
			G				g	G	BeFijkl		g	g	g	g
-1=Decrease	12	0	0	0	0	1	2	0	0	2	0	1	1
	4.5%	0.0%	0.0%	0.0%	0.0%	25.0%	6.7%	0.0%	0.0%	12.5%	0.0%	6.7%	11.1%
	4.5%	0.0%	0.0%	0.0%	0.0%	0.7%	1.4%	0.0%	0.0%	1.4%	0.0%	0.7%	0.7%
			e				bgh		e	e			
Mean	0.3	0.3	0.5	0.0	0.5	0.0	0.3	0.1	0.3	0.1	0.7	0.3	0.2
SD	0.5	0.4	0.5	0.0	0.7	0.8	0.6	0.2	0.5	0.6	0.6	0.6	0.7
			Gi					BJ		b	G		

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: My firm will sell directly to end customers, not through channel partners

N=290

	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	100	81	57	44	37	24	21	19	33	13	82	87	52
	35.5%	28.7%	20.2%	15.6%	25.2%	16.3%	14.3%	12.9%	22.4%	8.8%	37.1%	39.4%	23.5%
	35.5%	28.7%	20.2%	15.6%	25.2%	16.3%	14.3%	12.9%	22.4%	8.8%	37.1%	39.4%	23.5%
+1=Increase	22	26	19	17	14	3	5	10	11	4	17	32	23
	23.2%	35.1%	35.2%	43.6%	40.0%	12.5%	23.8%	52.6%	33.3%	33.3%	21.5%	38.1%	46.0%
	8.4%	9.9%	7.3%	6.5%	9.7%	2.1%	3.5%	6.9%	7.6%	2.8%	8.0%	15.0%	10.8%
	d			a	b	aD		B			bC	a	A
0=No Change	66	44	35	21	20	20	14	8	21	8	60	49	24
	69.5%	59.5%	64.8%	53.8%	57.1%	83.3%	66.7%	42.1%	63.6%	66.7%	75.9%	58.3%	48.0%
	25.2%	16.8%	13.4%	8.0%	13.9%	13.9%	9.7%	5.6%	14.6%	5.6%	28.2%	23.0%	11.3%
					b	aD		B			bC	a	A
-1=Decrease	7	4	0	1	1	1	2	1	1	0	2	3	3
	7.4%	5.4%	0.0%	2.6%	2.9%	4.2%	9.5%	5.3%	3.0%	0.0%	2.5%	3.6%	6.0%
	2.7%	1.5%	0.0%	0.4%	0.7%	0.7%	1.4%	0.7%	0.7%	0.0%	0.9%	1.4%	1.4%
	c		a										
Mean	0.2	0.3	0.4	0.4	0.4	0.1	0.1	0.5	0.3	0.3	0.2	0.3	0.4
SD	0.5	0.6	0.5	0.5	0.5	0.4	0.6	0.6	0.5	0.5	0.5	0.5	0.6
	cd		a	a	b	ad		b			c		a

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's level of power in our relationship

N=290	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	290	16	17	2	2	5	30	17	17	17	3	16	9
	100.0%	10.6%	11.3%	1.3%	1.3%	3.3%	19.9%	11.3%	11.3%	11.3%	2.0%	10.6%	6.0%
	100.0%	10.6%	11.3%	1.3%	1.3%	3.3%	19.9%	11.3%	11.3%	11.3%	2.0%	10.6%	6.0%
+1=Increase	63	6	1	0	1	1	5	2	4	6	1	4	0
	23.2%	37.5%	5.9%	0.0%	50.0%	20.0%	16.7%	11.8%	23.5%	35.3%	50.0%	26.7%	0.0%
	23.2%	4.0%	0.7%	0.0%	0.7%	0.7%	3.4%	1.3%	2.7%	4.0%	0.7%	2.7%	0.0%
		bl	ai							b			a
0=No Change	166	6	14	2	0	2	17	14	9	7	1	8	7
	61.3%	37.5%	82.4%	100.0%	0.0%	40.0%	56.7%	82.4%	52.9%	41.2%	50.0%	53.3%	77.8%
	61.3%	4.0%	9.4%	1.3%	0.0%	1.3%	11.4%	9.4%	6.0%	4.7%	0.7%	5.4%	4.7%
		bg	adi		bg			adi		bg			
-1=Decrease	42	4	2	0	1	2	8	1	4	4	0	3	2
	15.5%	25.0%	11.8%	0.0%	50.0%	40.0%	26.7%	5.9%	23.5%	23.5%	0.0%	20.0%	22.2%
	15.5%	2.7%	1.3%	0.0%	0.7%	1.3%	5.4%	0.7%	2.7%	2.7%	0.0%	2.0%	1.3%
Mean	0.1	0.1	-0.1	0.0	0.0	-0.2	-0.1	0.1	0.0	0.1	0.5	0.1	-0.2
SD	0.6	0.8	0.4	0.0	1.4	0.8	0.7	0.4	0.7	0.8	0.7	0.7	0.4

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's level of power in our relationship

N=290

	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	100	81	57	44	37	24	21	19	33	13	82	87	52
	35.5%	28.7%	20.2%	15.6%	25.2%	16.3%	14.3%	12.9%	22.4%	8.8%	37.1%	39.4%	23.5%
	35.5%	28.7%	20.2%	15.6%	25.2%	16.3%	14.3%	12.9%	22.4%	8.8%	37.1%	39.4%	23.5%
+1=Increase	26	14	13	8	8	7	1	3	7	4	23	15	10
	27.1%	18.7%	24.1%	20.5%	22.2%	29.2%	4.8%	16.7%	21.9%	30.8%	28.4%	17.4%	20.4%
	9.8%	5.3%	4.9%	3.0%	5.6%	4.9%	0.7%	2.1%	4.9%	2.8%	10.6%	6.9%	4.6%
						c	bf			c			
0=No Change	52	49	35	26	18	15	14	12	19	5	44	52	32
	54.2%	65.3%	64.8%	66.7%	50.0%	62.5%	66.7%	66.7%	59.4%	38.5%	54.3%	60.5%	65.3%
	19.7%	18.6%	13.3%	9.8%	12.5%	10.4%	9.7%	8.3%	13.2%	3.5%	20.4%	24.1%	14.8%
-1=Decrease	18	12	6	5	10	2	6	3	6	4	14	19	7
	18.8%	16.0%	11.1%	12.8%	27.8%	8.3%	28.6%	16.7%	18.8%	30.8%	17.3%	22.1%	14.3%
	6.8%	4.5%	2.3%	1.9%	6.9%	1.4%	4.2%	2.1%	4.2%	2.8%	6.5%	8.8%	3.2%
Mean	0.1	0.0	0.1	0.1	-0.1	0.2	-0.2	0.0	0.0	0.0	0.1	0.0	0.1
SD	0.7	0.6	0.6	0.6	0.7	0.6	0.5	0.6	0.6	0.8	0.7	0.6	0.6
						c	b						

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=310 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number Percent	310 100.0%	17 7.9%	18 8.4%	2 0.9%	5 2.3%	7 3.3%	41 19.1%	19 8.8%	23 10.7%	22 10.2%	9 4.2%	38 17.7%	14 6.5%
Existing products or services in existing markets	310 53.4 25.6	17 54.7 18.7 l	18 43.9 27.0 ijL	2 45.0 7.1	5 59.0 30.1	7 51.4 22.7	41 52.7 26.2 l	19 55.4 29.8	23 51.3 28.2 l	22 65.9 25.1 b	9 71.7 27.0 b	38 52.2 26.3 l	14 71.4 19.4 aBefhk
Existing products or services in new markets	310 15.0 15.0	17 11.6 7.3 c	18 16.7 17.1	2 30.0 28.3 aj	5 7.0 8.4	7 24.3 26.8	41 14.1 12.0	19 11.4 10.8	23 14.1 14.3	22 9.8 12.2	9 7.2 8.7 c	38 16.3 16.3	14 13.2 9.9
New products or services in existing markets	310 22.1 18.5	17 25.5 12.5 L	18 30.0 22.8 L	2 10.0 14.1	5 16.0 11.4	7 17.1 12.9	41 23.3 20.7 l	19 24.7 23.2 l	23 27.2 23.7 l	22 18.4 16.6	9 16.1 16.9	38 21.3 17.9 l	14 10.4 10.3 ABfghk
New products or services in new markets	310 9.4 13.1	17 8.2 10.3	18 9.4 9.8	2 15.0 21.2 hil	5 18.0 16.0	7 7.1 7.0	41 9.9 14.6	19 8.5 10.2	23 7.4 8.9 d	22 5.9 7.2 d	9 5.0 7.1	38 10.1 15.5	14 5.0 5.5 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=310 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	108	92	58	45	61	32	34	22	45	15	132	103	67
Percent	35.6%	30.4%	19.1%	14.9%	29.2%	15.3%	16.3%	10.5%	21.5%	7.2%	43.7%	34.1%	22.2%
Existing products or services in existing markets	108 51.8 24.0	92 55.2 25.3	58 50.3 27.9	45 59.0 25.3	61 57.0 30.8	32 47.5 27.0 de	34 53.7 24.3	22 63.5 22.0 bf	45 58.9 22.9 b	15 46.3 22.6 d	132 55.3 25.7	103 54.4 23.2	67 48.7 28.1
Existing products or services in new markets	108 15.8 14.0	92 16.9 14.3	58 11.8 14.9 c	45 12.0 16.1 b	61 15.6 18.0	32 14.6 12.7	34 12.4 10.7	22 9.9 7.9	45 12.7 13.8 f	15 16.7 12.1 d	132 16.2 17.2	103 13.2 10.6	67 14.9 16.4
New products or services in existing markets	108 21.4 16.9 c	92 18.2 15.2 C	58 28.2 21.5 aB	45 23.6 21.3	61 21.1 22.4	32 23.9 20.9	34 24.4 21.4	22 20.2 18.0	45 21.1 15.1	15 24.7 11.1	132 19.2 16.9 c	103 23.6 18.9	67 25.7 19.7 a
New products or services in new markets	108 10.9 14.3 d	92 9.6 11.3 d	58 9.7 16.5	45 5.4 6.5 ab	61 6.3 9.3 Bf	32 14.0 18.3 Ae	34 9.6 11.7	22 6.4 9.5	45 7.3 9.3 b	15 12.3 11.0 a	132 9.3 14.2	103 8.8 11.3	67 10.7 14.2

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=308 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
						Industry Sector							
Number	308	17	18	3	5	7	40	18	23	23	9	38	14
Percent	100.0%	7.9%	8.4%	1.4%	2.3%	3.3%	18.6%	8.4%	10.7%	10.7%	4.2%	17.7%	6.5%
Existing products or services in existing markets	308 47.0 24.8	17 44.1 21.5 j	18 35.6 22.5 giJl	3 43.3 40.4	5 57.0 28.6	7 42.1 22.0	40 46.5 26.8 j	18 53.6 25.3 j	23 48.7 22.4 b	23 51.5 25.8 j	9 67.2 23.9 aBefh	38 49.6 26.1 b	14 56.1 28.2 b
Existing products or services in new markets	308 16.9 14.4	17 16.3 10.2	18 15.6 10.8	3 20.0 13.2	5 9.0 10.2	7 25.0 25.8	40 15.1 10.8	18 13.9 9.0	23 15.4 13.0	23 14.3 14.9	9 9.4 8.1	38 18.4 17.2	14 19.1 12.5
New products or services in existing markets	308 24.6 17.9	17 26.6 17.4 l	18 37.8 20.6 cdegJKL	3 11.7 12.6 b	5 14.0 11.4 b	7 18.6 12.1 b	40 26.9 23.3	18 22.2 16.6	23 27.4 17.3 b	23 26.5 18.7 l	9 16.1 11.9 l	38 22.5 17.8 B	14 15.2 9.8 aBhi
New products or services in new markets	308 11.6 13.4	17 12.9 14.0	18 11.1 11.1	3 25.0 39.1 hi	5 20.0 15.8	7 14.3 11.7	40 11.6 13.3	18 10.3 10.5	23 8.5 9.7 d	23 7.6 9.9 d	9 7.2 10.0	38 9.5 14.3	14 9.6 10.8

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=308 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	106	93	58	46	60	32	34	22	46	15	133	101	66
Percent	35.0%	30.7%	19.1%	15.2%	28.7%	15.3%	16.3%	10.5%	22.0%	7.2%	44.3%	33.7%	22.0%
Existing products or	106	93	58	46	60	32	34	22	46	15	133	101	66
services in existing	45.2	47.7	43.2	53.6	48.4	40.0	47.8	57.5	56.7	34.7	48.0	48.9	41.8
markets	24.0	24.7	26.2	23.9	29.8	25.5	21.9	23.8	21.3	20.7	24.9	23.2	26.9
	d		d	ac		dE		bF	BF	DE			
Existing products or	106	93	58	46	60	32	34	22	46	15	133	101	66
services in new markets	16.7	19.1	16.9	12.9	17.5	17.0	14.0	14.2	13.6	19.7	18.0	16.5	14.7
	12.6	15.9	16.0	12.8	15.9	11.9	10.3	11.1	14.2	12.0	16.6	11.8	13.6
		d		b									
New products or services	106	93	58	46	60	32	34	22	46	15	133	101	66
in existing markets	24.5	21.8	28.1	26.5	25.6	26.1	26.2	20.5	22.3	28.0	22.7	23.9	30.0
	17.5	16.1	20.2	19.5	21.6	17.9	19.7	18.6	16.1	15.0	17.6	17.3	19.0
		c	b								C	c	Ab
New products or services	106	93	58	46	60	32	34	22	46	15	133	101	66
in new markets	13.5	11.3	11.8	7.0	8.4	16.9	12.1	7.9	7.3	17.7	11.3	10.8	13.4
	15.2	12.3	14.0	8.6	11.2	18.7	11.8	9.4	7.9	16.2	13.5	12.2	15.2
	D	d	d	Abc	Bf	AdE	e	bf	BcF	adE			

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=315 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	315	18	19	3	5	7	41	19	23	23	9	38	13
Percent	100.0%	8.3%	8.7%	1.4%	2.3%	3.2%	18.8%	8.7%	10.6%	10.6%	4.1%	17.4%	6.0%
Growth from your firm internally	315 71.4 29.0	18 71.5 28.7	19 73.2 26.0	3 80.0 26.5	5 82.0 20.5	7 60.0 32.5	41 74.6 29.8	19 70.3 33.7	23 68.9 32.8	23 75.2 28.3	9 74.4 26.9	38 77.2 26.9	13 75.0 35.5
Growth from acquisitions	315 9.5 16.4	18 8.9 12.3	19 9.2 12.4	3 0.0 0.0	5 11.0 10.2	7 23.6 29.8 Hk	41 11.8 19.4	19 16.3 26.0	23 4.8 8.0 E	23 9.6 14.4	9 2.8 4.4	38 7.0 16.3 e	13 5.0 11.2
Growth from partnerships	315 13.6 19.7	18 10.1 13.4	19 14.2 22.6	3 20.0 26.5	5 3.0 4.5	7 10.0 14.4	41 9.8 12.6	19 8.2 14.6	23 19.8 28.7	23 10.9 17.9	9 19.4 25.7	38 12.9 19.2	13 5.8 8.6
Growth from licensing arrangements	315 5.5 13.7	18 9.6 10.6 bfk	19 3.4 7.5 a	3 0.0 0.0	5 4.0 8.9	7 6.4 14.9	41 3.8 7.6 a	19 5.3 14.3	23 6.5 19.2	23 4.3 11.2	9 3.3 5.0	38 2.9 9.1 a	13 14.2 32.1

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=315 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	108	95	59	47	62	33	34	22	47	15	136	104	66
Percent	35.0%	30.7%	19.1%	15.2%	29.1%	15.5%	16.0%	10.3%	22.1%	7.0%	44.4%	34.0%	21.6%
Growth from your firm internally	108	95	59	47	62	33	34	22	47	15	136	104	66
	68.9	72.4	73.1	73.3	74.0	64.7	83.1	66.1	74.6	74.0	74.0	69.7	68.9
	29.0	28.8	28.9	29.4	31.1	34.7	19.7	34.1	26.2	26.3	28.0	30.0	29.4
						C	Bd	c					
Growth from acquisitions	108	95	59	47	62	33	34	22	47	15	136	104	66
	12.8	8.2	6.2	8.5	2.2	11.8	7.9	23.0	12.6	13.3	7.9	12.1	9.0
	19.9	14.5	10.1	17.6	5.9	18.9	12.5	29.1	20.7	14.7	14.8	18.7	16.6
	c		a		BCDEF	A	Ad	Ac	A	A	b	a	
Growth from partnerships	108	95	59	47	62	33	34	22	47	15	136	104	66
	12.7	14.7	12.6	14.7	17.8	15.0	7.9	8.4	7.9	6.7	13.3	12.0	15.7
	16.4	21.6	21.2	21.1	25.2	20.7	11.9	14.2	11.8	8.6	19.3	19.1	20.8
					ce		a		a				
Growth from licensing arrangements	108	95	59	47	62	33	34	22	47	15	136	104	66
	5.6	4.7	8.2	3.5	6.0	8.5	1.0	2.5	4.9	6.0	4.8	6.1	6.4
	11.9	16.0	15.4	9.6	15.7	18.3	2.7	5.3	12.5	11.5	12.0	15.6	14.4
						c	bf			c			

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=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
What % of your firm's sales is domestic?	313 79.4 23.2	18 78.2 17.5 i	18 87.8 18.5 Fh	3 100.0 0.0	5 69.0 28.8 i	7 74.7 32.2	41 70.2 22.8 BGIjk	19 88.3 16.8 Fh	21 69.8 25.7 bgIj	23 90.1 15.7 adFH	9 90.3 16.9 fh	38 82.1 21.1 f	14 75.4 30.5
What % of your firm's sales is through the Internet?	313 8.9 14.5	17 8.0 13.6 j	19 16.6 19.5 Fkl	3 1.7 2.9	5 13.0 12.0 efl	7 2.1 3.9 dJ	41 3.9 6.7 BdghJ	19 10.9 16.0 fj	22 9.7 15.5 fj	24 9.3 16.6 j	9 25.6 18.8 aEFghiKL	38 5.9 13.5 bJ	14 4.1 6.2 bdJ

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=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
What % of your firm's sales is domestic?	105 70.9 23.7 BD	95 86.2 19.7 AC	58 75.6 24.5 BD	48 88.6 20.3 AC	62 87.7 18.8 DEF	31 82.5 19.1 dF	33 84.6 18.5 DF	22 68.0 25.2 AbC	47 74.9 24.3 A	15 63.1 29.0 ABC	135 79.8 23.5	105 76.4 24.9	68 82.7 19.9
What % of your firm's sales is through the Internet?	107 5.9 11.0 cD	95 8.7 15.6	57 11.1 15.6 a	47 13.4 16.7 A	62 11.3 17.9	32 6.5 12.4	34 6.4 11.3	22 7.7 11.6	46 8.2 13.2	15 9.3 13.6	137 0.0 0.0	106 5.4 3.1 C	68 32.8 14.2 B

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

Topic 2: Firm Growth Strategies

Which international market is your highest revenue growth market?

N=410

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Western Europe	55	4	3	0	0	0	7	1	8	6	0	11	2
	24.3%	25.0%	21.4%	0.0%	0.0%	0.0%	18.4%	8.3%	38.1%	50.0%	0.0%	40.7%	28.6%
	24.3%	2.5%	1.9%	0.0%	0.0%	0.0%	4.4%	0.6%	5.0%	3.8%	0.0%	6.9%	1.3%
							i	i		fg			
Canada	41	4	2	0	1	1	4	6	4	1	1	5	0
	18.1%	25.0%	14.3%	0.0%	25.0%	25.0%	10.5%	50.0%	19.0%	8.3%	25.0%	18.5%	0.0%
	18.1%	2.5%	1.3%	0.0%	0.6%	0.6%	2.5%	3.8%	2.5%	0.6%	0.6%	3.1%	0.0%
							G	Fil		g			g
China	40	2	3	0	2	1	6	1	3	0	1	5	4
	17.7%	12.5%	21.4%	0.0%	50.0%	25.0%	15.8%	8.3%	14.3%	0.0%	25.0%	18.5%	57.1%
	17.7%	1.3%	1.9%	0.0%	1.3%	0.6%	3.8%	0.6%	1.9%	0.0%	0.6%	3.1%	2.5%
		l			i		l	l	l	dL		l	afghIk
Brazil	15	0	0	0	1	0	1	1	1	0	1	1	0
	6.6%	0.0%	0.0%	0.0%	25.0%	0.0%	2.6%	8.3%	4.8%	0.0%	25.0%	3.7%	0.0%
	6.6%	0.0%	0.0%	0.0%	0.6%	0.0%	0.6%	0.6%	0.6%	0.0%	0.6%	0.6%	0.0%
Mexico	14	0	3	0	0	1	4	1	0	2	1	1	0
	6.2%	0.0%	21.4%	0.0%	0.0%	25.0%	10.5%	8.3%	0.0%	16.7%	25.0%	3.7%	0.0%
	6.2%	0.0%	1.9%	0.0%	0.0%	0.6%	2.5%	0.6%	0.0%	1.3%	0.6%	0.6%	0.0%
			h			h				bej		h	
Middle East	14	1	1	0	0	1	2	0	1	0	0	1	0
	6.2%	6.3%	7.1%	0.0%	0.0%	25.0%	5.3%	0.0%	4.8%	0.0%	0.0%	3.7%	0.0%
	6.2%	0.6%	0.6%	0.0%	0.0%	0.6%	1.3%	0.0%	0.6%	0.0%	0.0%	0.6%	0.0%
Eastern Europe	7	0	1	0	0	0	0	0	1	0	0	1	0
	3.1%	0.0%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	4.8%	0.0%	0.0%	3.7%	0.0%
	3.1%	0.0%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.6%	0.0%

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

Topic 2: Firm Growth Strategies

Which international market is your highest revenue growth market?

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Japan	7 3.1% 3.1%	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%	2 5.3% 1.3%	0 0.0% 0.0%	1 4.8% 0.6%	1 8.3% 0.6%	0 0.0% 0.0%	1 3.7% 0.6%	1 14.3% 0.6%
Southeast Asia	6 2.7% 2.7%	1 6.3% 0.6%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	3 7.9% 1.9%	1 8.3% 0.6%	0 0.0% 0.0%	1 8.3% 0.6%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
Australia	5 2.2% 2.2%	1 6.3% 0.6%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	1 2.6% 0.6%	1 8.3% 0.6%	2 9.5% 1.3%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
India	5 2.2% 2.2%	2 12.5% 1.3%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	3 7.9% 1.9%	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%
Russia	4 1.8% 1.8%	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 2.6% 0.6%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	1 3.7% 0.6%	0 0.0% 0.0%
Korea	3 1.3% 1.3%	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%	2 5.3% 1.3%	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%
Chile	1 0.4% 0.4%	1 6.3% 0.6%	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% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
Argentina	1 0.4% 0.4%	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% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%
Other:	8 3.5% 3.5%	0 0.0% 0.0%	1 7.1% 0.6%	0 0.0% 0.0%	0 0.0% 0.0%	0 0.0% 0.0%	2 5.3% 1.3%	0 0.0% 0.0%	0 0.0% 0.0%	1 8.3% 0.6%	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 international market is your highest revenue growth market?

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Western Europe	18	20	11	6	11	9	7	5	8	2	30	16	8
	18.9%	32.8%	25.0%	27.3%	29.7%	36.0%	29.2%	26.3%	20.5%	16.7%	31.6%	21.1%	17.0%
	8.1%	9.0%	5.0%	2.7%	7.1%	5.8%	4.5%	3.2%	5.1%	1.3%	13.8%	7.3%	3.7%
Canada	13	12	9	5	11	3	3	4	7	1	12	17	12
	13.7%	19.7%	20.5%	22.7%	29.7%	12.0%	12.5%	21.1%	17.9%	8.3%	12.6%	22.4%	25.5%
	5.9%	5.4%	4.1%	2.3%	7.1%	1.9%	1.9%	2.6%	4.5%	0.6%	5.5%	7.8%	5.5%
China	23	7	7	3	4	2	3	4	10	3	18	12	8
	24.2%	11.5%	15.9%	13.6%	10.8%	8.0%	12.5%	21.1%	25.6%	25.0%	18.9%	15.8%	17.0%
	10.4%	3.2%	3.2%	1.4%	2.6%	1.3%	1.9%	2.6%	6.4%	1.9%	8.3%	5.5%	3.7%
Brazil	6	3	3	2	1	1	1	0	2	1	5	5	4
	6.3%	4.9%	6.8%	9.1%	2.7%	4.0%	4.2%	0.0%	5.1%	8.3%	5.3%	6.6%	8.5%
	2.7%	1.4%	1.4%	0.9%	0.6%	0.6%	0.6%	0.0%	1.3%	0.6%	2.3%	2.3%	1.8%
Mexico	7	4	1	2	3	2	2	1	4	1	3	7	4
	7.4%	6.6%	2.3%	9.1%	8.1%	8.0%	8.3%	5.3%	10.3%	8.3%	3.2%	9.2%	8.5%
	3.2%	1.8%	0.5%	0.9%	1.9%	1.3%	1.3%	0.6%	2.6%	0.6%	1.4%	3.2%	1.8%
Middle East	6	4	4	0	1	1	1	1	0	3	9	3	2
	6.3%	6.6%	9.1%	0.0%	2.7%	4.0%	4.2%	5.3%	0.0%	25.0%	9.5%	3.9%	4.3%
	2.7%	1.8%	1.8%	0.0%	0.6%	0.6%	0.6%	0.6%	0.0%	1.9%	4.1%	1.4%	0.9%
					f				F	aE			
Eastern Europe	2	4	1	0	0	2	1	0	0	0	3	2	0
	2.1%	6.6%	2.3%	0.0%	0.0%	8.0%	4.2%	0.0%	0.0%	0.0%	3.2%	2.6%	0.0%
	0.9%	1.8%	0.5%	0.0%	0.0%	1.3%	0.6%	0.0%	0.0%	0.0%	1.4%	0.9%	0.0%

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

Topic 2: Firm Growth Strategies

Which international market is your highest revenue growth market?

N=410

	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
Japan	3	1	2	1	1	1	0	0	3	0	1	3	2
	3.2%	1.6%	4.5%	4.5%	2.7%	4.0%	0.0%	0.0%	7.7%	0.0%	1.1%	3.9%	4.3%
	1.4%	0.5%	0.9%	0.5%	0.6%	0.6%	0.0%	0.0%	1.9%	0.0%	0.5%	1.4%	0.9%
Southeast Asia	3	1	1	1	1	1	0	2	2	0	1	4	1
	3.2%	1.6%	2.3%	4.5%	2.7%	4.0%	0.0%	10.5%	5.1%	0.0%	1.1%	5.3%	2.1%
	1.4%	0.5%	0.5%	0.5%	0.6%	0.6%	0.0%	1.3%	1.3%	0.0%	0.5%	1.8%	0.5%
Australia	3	1	1	0	3	1	1	0	0	0	2	1	2
	3.2%	1.6%	2.3%	0.0%	8.1%	4.0%	4.2%	0.0%	0.0%	0.0%	2.1%	1.3%	4.3%
	1.4%	0.5%	0.5%	0.0%	1.9%	0.6%	0.6%	0.0%	0.0%	0.0%	0.9%	0.5%	0.9%
India	3	0	2	0	0	0	2	1	2	0	3	0	2
	3.2%	0.0%	4.5%	0.0%	0.0%	0.0%	8.3%	5.3%	5.1%	0.0%	3.2%	0.0%	4.3%
	1.4%	0.0%	0.9%	0.0%	0.0%	0.0%	1.3%	0.6%	1.3%	0.0%	1.4%	0.0%	0.9%
Russia	3	1	0	0	0	0	1	0	0	1	1	1	1
	3.2%	1.6%	0.0%	0.0%	0.0%	0.0%	4.2%	0.0%	0.0%	8.3%	1.1%	1.3%	2.1%
	1.4%	0.5%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.6%	0.5%	0.5%	0.5%
Korea	2	0	0	0	0	2	0	0	0	0	1	2	0
	2.1%	0.0%	0.0%	0.0%	0.0%	8.0%	0.0%	0.0%	0.0%	0.0%	1.1%	2.6%	0.0%
	0.9%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	0.0%	0.0%	0.0%	0.5%	0.9%	0.0%
Chile	1	0	0	0	0	0	1	0	0	0	1	0	0
	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%	0.0%	0.0%	0.0%	1.1%	0.0%	0.0%
	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%
Argentina	0	0	0	1	0	0	0	0	0	0	0	1	0
	0.0%	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%
	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%
	d			a									
Other:	2	3	2	1	1	0	1	1	1	0	5	2	1
	2.1%	4.9%	4.5%	4.5%	2.7%	0.0%	4.2%	5.3%	2.6%	0.0%	5.3%	2.6%	2.1%
	0.9%	1.4%	0.9%	0.5%	0.6%	0.0%	0.6%	0.6%	0.6%	0.0%	2.3%	0.9%	0.5%

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

Topic 2: Firm Growth Strategies

Consider this (international) market, by what percent did your sales revenue increase in the last 12 months?

N=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Sales revenue % increase	250	16	12	1	4	5	41	17	20	18	7	25	10
in the last 12 months	17.3	24.5	14.4	0.0	29.1	16.0	14.6	13.4	30.4	4.5	6.6	19.3	18.1
	23.5	24.7	23.6	---	44.2	17.1	14.7	22.9	34.5	6.1	8.4	23.9	30.0
		I			i	i	hI		fI	AdeFHk		i	

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

Topic 2: Firm Growth Strategies

Consider this (international) market, by what percent did your sales revenue increase in the last 12 months?

N=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Sales revenue % increase	97	67	51	29	48	28	23	17	42	14	105	83	58
in the last 12 months	20.2	16.2	17.8	6.0	15.4	20.6	18.2	11.5	15.9	21.9	21.2	12.3	16.4
	23.3	25.4	23.5	10.1	26.9	25.5	21.6	8.3	21.9	25.6	29.5	12.6	21.9
	D	d	d	Abc							b	a	

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

Topic 2: Firm Growth Strategies

Consider this (international) market, by what percent did your sales revenue increase in the last 12 months?

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Less than 5%	82	2	4	1	0	2	12	8	4	11	4	9	5
	32.8%	12.5%	33.3%	100.0%	0.0%	40.0%	29.3%	47.1%	20.0%	61.1%	57.1%	36.0%	50.0%
	32.8%	1.1%	2.3%	0.6%	0.0%	1.1%	6.8%	4.5%	2.3%	6.3%	2.3%	5.1%	2.8%
		cgIjl		a	i		i	a	i	Adfh	a		a
5 - 9%	32	3	2	0	2	0	6	2	2	2	0	2	1
	12.8%	18.8%	16.7%	0.0%	50.0%	0.0%	14.6%	11.8%	10.0%	11.1%	0.0%	8.0%	10.0%
	12.8%	1.7%	1.1%	0.0%	1.1%	0.0%	3.4%	1.1%	1.1%	1.1%	0.0%	1.1%	0.6%
					k							d	
10 - 14%	31	1	2	0	1	0	6	1	4	3	1	2	1
	12.4%	6.3%	16.7%	0.0%	25.0%	0.0%	14.6%	5.9%	20.0%	16.7%	14.3%	8.0%	10.0%
	12.4%	0.6%	1.1%	0.0%	0.6%	0.0%	3.4%	0.6%	2.3%	1.7%	0.6%	1.1%	0.6%
15 - 19%	25	2	1	0	0	1	4	2	1	1	1	1	0
	10.0%	12.5%	8.3%	0.0%	0.0%	20.0%	9.8%	11.8%	5.0%	5.6%	14.3%	4.0%	0.0%
	10.0%	1.1%	0.6%	0.0%	0.0%	0.6%	2.3%	1.1%	0.6%	0.6%	0.6%	0.6%	0.0%
20% or more	80	8	3	0	1	2	13	4	9	1	1	11	3
	32.0%	50.0%	25.0%	0.0%	25.0%	40.0%	31.7%	23.5%	45.0%	5.6%	14.3%	44.0%	30.0%
	32.0%	4.5%	1.7%	0.0%	0.6%	1.1%	7.4%	2.3%	5.1%	0.6%	0.6%	6.3%	1.7%
		I					i		I	AfHK		I	

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

Topic 2: Firm Growth Strategies

Consider this (international) market, by what percent did your sales revenue increase in the last 12 months?

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Less than 5%	21	26	17	17	24	7	9	3	14	2	39	23	20
	21.6%	38.8%	33.3%	58.6%	50.0%	25.0%	39.1%	17.6%	33.3%	14.3%	37.1%	27.7%	34.5%
	8.6%	10.7%	7.0%	7.0%	14.0%	4.1%	5.2%	1.7%	8.1%	1.2%	15.9%	9.3%	8.1%
	bD	a	d	Ac	bdf	a		a		a			
5 - 9%	13	8	6	5	6	4	1	3	7	2	10	16	5
	13.4%	11.9%	11.8%	17.2%	12.5%	14.3%	4.3%	17.6%	16.7%	14.3%	9.5%	19.3%	8.6%
	5.3%	3.3%	2.5%	2.0%	3.5%	2.3%	0.6%	1.7%	4.1%	1.2%	4.1%	6.5%	2.0%
10 - 14%	16	8	3	3	4	4	2	3	7	3	10	13	8
	16.5%	11.9%	5.9%	10.3%	8.3%	14.3%	8.7%	17.6%	16.7%	21.4%	9.5%	15.7%	13.8%
	6.6%	3.3%	1.2%	1.2%	2.3%	2.3%	1.2%	1.7%	4.1%	1.7%	4.1%	5.3%	3.3%
15 - 19%	10	9	5	1	2	1	1	5	4	1	9	10	6
	10.3%	13.4%	9.8%	3.4%	4.2%	3.6%	4.3%	29.4%	9.5%	7.1%	8.6%	12.0%	10.3%
	4.1%	3.7%	2.0%	0.4%	1.2%	0.6%	0.6%	2.9%	2.3%	0.6%	3.7%	4.1%	2.4%
					D	d	d	Abc					
20% or more	37	16	20	3	12	12	10	3	10	6	37	21	19
	38.1%	23.9%	39.2%	10.3%	25.0%	42.9%	43.5%	17.6%	23.8%	42.9%	35.2%	25.3%	32.8%
	15.2%	6.6%	8.2%	1.2%	7.0%	7.0%	5.8%	1.7%	5.8%	3.5%	15.0%	8.5%	7.7%
	D		D	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.

N=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Overall marketing	216	16	16	3	5	5	33	18	20	21	8	32	11
spending	4.3	5.7	4.1	1.7	9.6	2.0	2.5	3.5	4.5	2.5	7.9	4.6	4.4
	9.2	10.3	4.9	7.6	8.3	1.9	8.5	8.5	11.4	6.6	7.8	10.7	10.9
					i					d			
Digital marketing	193	14	13	2	5	5	29	18	18	20	8	27	10
spending	10.1	13.3	12.9	6.0	20.0	3.8	9.0	12.7	7.4	5.6	8.5	11.3	13.8
	12.2	14.6	10.9	5.7	13.7	3.8	8.5	13.0	12.8	6.8	9.2	13.1	18.6
		i	i		efI	d	d	i		abDg			
Traditional advertising	181	14	13	2	4	5	28	17	15	18	8	26	10
spending	-2.1	2.3	-2.7	-2.0	0.0	-1.0	-3.2	2.0	-5.2	-2.5	3.3	-5.2	1.0
	12.6	14.1	6.1	2.8	10.8	3.7	12.8	14.3	10.6	12.0	14.9	11.3	13.5
Brand building	173	13	13	1	3	5	27	14	14	18	7	27	10
	4.6	8.0	6.9	0.0	6.7	2.2	3.5	6.4	-1.1	4.3	7.3	5.0	3.1
	10.5	11.1	10.9	---	11.5	2.6	10.1	6.6	8.2	7.1	14.5	9.2	13.3
		h	h						h	abgk			h
Customer relationship	178	11	14	2	3	5	28	17	14	19	8	25	11
management	6.0	3.5	7.9	4.0	3.7	7.2	6.8	9.2	4.2	8.1	6.4	1.6	3.5
	9.2	3.9	9.8	1.4	5.5	7.4	10.1	9.5	12.1	11.3	4.1	6.9	4.9
			k				k	K		k		bfGi	
New product	174	13	14	0	3	5	33	17	17	19	5	21	7
introductions	7.1	9.9	8.5	---	5.0	2.2	6.6	10.8	7.8	4.4	2.8	7.4	6.6
	9.3	11.2	11.3	---	5.0	4.6	10.1	12.3	9.9	5.4	4.2	7.5	6.8
								i		g			
New service introductions	164	11	13	1	2	5	27	18	11	18	5	26	7
	4.9	3.5	6.9	2.0	2.5	3.0	3.1	4.8	4.1	0.3	5.0	7.7	1.7
	8.0	9.0	8.3	---	3.5	4.1	6.0	6.4	4.2	5.8	8.5	7.5	3.7
			i				k	i		bgK		fI	

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=410 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 Percent	134 33.6%	126 31.6%	75 18.8%	64 16.0%	62 29.0%	34 15.9%	34 15.9%	22 10.3%	47 22.0%	15 7.0%	137 44.1%	106 34.1%	68 21.9%
Overall marketing spending	73 3.5 8.0	64 4.5 10.3	40 4.1 10.3	35 5.4 8.5	49 4.6 10.2	29 5.4 9.2	30 3.5 9.1	20 4.3 8.8	42 2.7 6.0	14 4.6 10.9	95 5.0 9.7	73 3.7 8.0	45 4.2 9.5
Digital marketing spending	65 9.5 10.5	55 9.9 13.1	38 11.1 14.1	31 10.6 12.2	43 9.6 12.5	25 12.2 14.2	26 10.2 10.3	20 12.4 14.5	39 8.7 9.7	13 14.4 14.3	85 9.5 11.7	66 11.9 11.8	40 9.5 13.0
Traditional advertising spending	63 -2.4 10.6	49 -3.9 12.5	33 0.8 13.5	32 -1.9 15.6	38 -2.7 10.3	25 2.3 13.5 e	25 -2.2 15.6	18 -2.1 15.9	37 -4.8 9.3 b	14 0.0 12.1	82 -0.9 10.8	64 -3.1 13.0	35 -3.0 15.8
Brand building	59 4.5 9.6	48 4.0 10.7	32 4.6 11.2	30 6.2 11.6	36 5.0 8.2	25 3.8 11.4	25 3.5 9.6	17 8.1 13.5	35 3.1 6.0	11 6.4 13.4	79 4.6 8.7	56 6.0 11.6	36 3.4 11.2
Customer relationship management	61 6.3 9.4	51 6.5 8.4	32 5.2 9.6	31 5.0 10.4	41 5.9 10.1	22 6.2 11.8	25 6.1 8.6	19 11.0 12.7 E	36 3.4 4.0 D	11 5.7 7.0	78 4.5 8.1 b	61 7.7 9.9 a	37 7.0 8.9
New product introductions	67 6.5 9.7	44 6.8 7.6	34 10.3 11.4 d	25 4.2 7.5 c	37 9.0 10.8	25 10.3 9.8	24 6.8 9.3	17 4.9 8.3	36 5.7 7.0 b	13 5.2 10.6	75 6.4 8.0	61 7.7 10.8	37 6.8 8.8
New service introductions	55 3.0 5.3 B	49 8.7 11.3 Acd	30 3.3 5.4 b	26 3.8 5.8 b	35 6.6 7.9	23 3.4 4.1	22 3.4 5.9	17 3.3 8.4	32 3.8 5.4	11 1.6 8.0	76 5.8 8.6	55 3.6 7.2	33 5.0 7.5

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.

N=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Marketing (non-sales) hires	175 5.5 13.4	13 6.0 9.4	13 2.6 3.2	0 --- ---	5 12.7 26.1	5 1.2 1.3	28 7.9 15.2	17 8.0 17.8	15 4.2 18.8	19 3.3 8.1	6 2.7 4.1	25 4.6 7.2	10 3.0 9.2
Integrating what we know about marketing	147 4.2 6.4	11 4.1 6.9	10 2.9 4.0	0 --- ---	2 7.5 3.5 j	5 2.8 4.1	25 4.7 6.6	15 5.2 7.2	10 6.9 7.9 i	18 2.3 3.8	6 1.5 2.1 h	22 2.6 5.6 d	7 2.3 5.6
Developing knowledge about how to do marketing	152 3.8 6.1	12 3.6 6.0	11 1.9 2.9	2 4.0 1.4	3 5.0 5.0	5 2.8 4.1	25 3.8 5.3	15 4.7 6.0	11 6.4 7.0 i	17 1.3 5.9	6 1.8 4.0 h	22 4.6 7.3	7 2.3 5.6
Marketing training	156 3.6 7.0	12 3.6 6.2	11 2.3 3.3	0 --- ---	3 2.0 2.6	5 3.2 3.9	25 4.1 6.8	17 5.0 9.1	12 1.9 4.4	17 2.2 6.8	6 1.0 2.0	24 3.3 6.2	8 2.1 5.2
Marketing research and intelligence	168 6.6 11.0	12 6.2 8.8	13 6.1 4.1 i	2 5.5 0.7	3 3.3 2.9	5 5.2 4.4	28 7.3 11.7	17 9.0 11.6	14 13.4 18.8 i	18 2.7 4.1 i	6 3.0 4.0 bgh	23 7.0 12.2	9 6.8 6.5
Marketing consulting services	165 1.6 8.9	12 0.5 1.4 b	13 5.1 5.6 ajl	1 5.0 ---	4 -1.3 6.3	5 1.4 5.0	26 1.7 9.6	14 1.4 8.1	13 5.5 10.6	19 2.5 9.3	7 -3.1 9.2	25 0.9 9.5 b	10 -1.0 5.7 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=410 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
Marketing (non-sales)	61	48	34	28	32	26	25	20	37	13	79	61	34
hires	6.7	3.8	3.6	5.6	9.4	8.4	4.0	4.8	1.1	4.6	5.1	4.9	8.2
	13.5	11.1	11.8	15.6	17.0	17.4	8.7	5.0	3.7	17.2	13.7	9.7	17.4
					E	e		E	AbD				
Integrating what we	53	40	25	25	31	19	22	16	28	12	64	53	30
know about marketing	4.3	5.2	3.4	3.3	4.5	4.8	3.9	4.8	2.4	2.2	2.7	5.0	5.9
	6.6	6.5	4.6	7.4	7.1	5.8	5.0	6.5	6.0	3.0	5.3	6.3	7.8
											bc	a	a
Developing knowledge	53	43	27	26	30	22	23	16	31	12	69	55	28
about how to do	3.9	4.5	2.3	4.2	5.6	3.8	2.2	4.1	2.6	2.3	2.9	5.0	3.6
marketing	5.2	7.0	4.3	7.6	7.7	5.0	4.2	6.3	5.8	3.0	5.4	6.7	6.3
Marketing training	56	41	28	28	31	20	24	17	33	12	68	55	33
	4.0	3.5	2.8	4.1	4.6	5.9	1.4	3.8	1.9	0.4	3.2	3.4	4.8
	6.4	7.2	5.6	9.4	8.6	7.2	2.5	5.3	5.4	2.0	7.0	6.2	8.4
						Cef	B	f	b	bd			
Marketing research and	58	46	31	29	32	23	26	19	36	11	76	58	33
intelligence	6.6	6.4	8.1	5.0	8.1	11.9	5.2	3.9	4.6	4.0	7.0	7.0	3.9
	11.3	10.8	10.8	11.4	11.9	14.9	7.1	9.8	9.0	5.9	11.6	10.1	8.7
						ce	b		b				
Marketing consulting	55	49	30	28	34	22	26	18	35	13	77	57	31
services	2.2	3.0	2.4	-1.6	3.3	3.4	0.7	2.5	0.4	-2.8	2.0	1.5	0.9
	7.9	10.6	5.5	9.2	8.8	6.9	8.1	9.7	9.4	7.8	8.5	8.4	10.8
			d	c	f	f				ab			

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 for: Overall marketing spending

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	141	11	11	1	4	4	19	12	13	12	7	23	5
	65.3%	68.8%	68.8%	33.3%	80.0%	80.0%	57.6%	66.7%	65.0%	57.1%	87.5%	71.9%	45.5%
	65.3%	5.9%	5.9%	0.5%	2.1%	2.1%	10.1%	6.4%	6.9%	6.4%	3.7%	12.2%	2.7%
0=Zero	44	4	4	1	1	1	7	2	5	4	1	6	3
	20.4%	25.0%	25.0%	33.3%	20.0%	20.0%	21.2%	11.1%	25.0%	19.0%	12.5%	18.8%	27.3%
	20.4%	2.1%	2.1%	0.5%	0.5%	0.5%	3.7%	1.1%	2.7%	2.1%	0.5%	3.2%	1.6%
-1=Negative	31	1	1	1	0	0	7	4	2	5	0	3	3
	14.4%	6.3%	6.3%	33.3%	0.0%	0.0%	21.2%	22.2%	10.0%	23.8%	0.0%	9.4%	27.3%
	14.4%	0.5%	0.5%	0.5%	0.0%	0.0%	3.7%	2.1%	1.1%	2.7%	0.0%	1.6%	1.6%
Mean	0.5	0.6	0.6	0.0	0.8	0.8	0.4	0.4	0.6	0.3	0.9	0.6	0.2
SD	0.7	0.6	0.6	1.0	0.4	0.4	0.8	0.9	0.7	0.9	0.4	0.7	0.9
				j								c	

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 for: Overall marketing spending

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	42	45	26	25	36	23	16	14	25	8	64	43	32
	57.5%	70.3%	65.0%	71.4%	73.5%	79.3%	53.3%	70.0%	59.5%	57.1%	67.4%	58.9%	71.1%
	19.8%	21.2%	12.3%	11.8%	19.6%	12.5%	8.7%	7.6%	13.6%	4.3%	30.0%	20.2%	15.0%
						c	b						
0=Zero	21	11	7	5	7	4	8	4	11	2	19	20	5
	28.8%	17.2%	17.5%	14.3%	14.3%	13.8%	26.7%	20.0%	26.2%	14.3%	20.0%	27.4%	11.1%
	9.9%	5.2%	3.3%	2.4%	3.8%	2.2%	4.3%	2.2%	6.0%	1.1%	8.9%	9.4%	2.3%
												c	b
-1=Negative	10	8	7	5	6	2	6	2	6	4	12	10	8
	13.7%	12.5%	17.5%	14.3%	12.2%	6.9%	20.0%	10.0%	14.3%	28.6%	12.6%	13.7%	17.8%
	4.7%	3.8%	3.3%	2.4%	3.3%	1.1%	3.3%	1.1%	3.3%	2.2%	5.6%	4.7%	3.8%
Mean	0.4	0.6	0.5	0.6	0.6	0.7	0.3	0.6	0.5	0.3	0.5	0.5	0.5
SD	0.7	0.7	0.8	0.7	0.7	0.6	0.8	0.7	0.7	0.9	0.7	0.7	0.8
						c	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 for: Digital marketing spending

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	162	12	12	2	5	5	23	17	14	16	8	23	7
	83.9%	85.7%	92.3%	100.0%	100.0%	100.0%	79.3%	94.4%	77.8%	80.0%	100.0%	85.2%	70.0%
	83.9%	7.1%	7.1%	1.2%	3.0%	3.0%	13.6%	10.1%	8.3%	9.5%	4.7%	13.6%	4.1%
0=Zero	27	2	1	0	0	0	6	1	3	4	0	2	3
	14.0%	14.3%	7.7%	0.0%	0.0%	0.0%	20.7%	5.6%	16.7%	20.0%	0.0%	7.4%	30.0%
	14.0%	1.2%	0.6%	0.0%	0.0%	0.0%	3.6%	0.6%	1.8%	2.4%	0.0%	1.2%	1.8%
-1=Negative	4	0	0	0	0	0	0	0	1	0	0	2	0
	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	7.4%	0.0%
	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.0%	1.2%	0.0%
Mean	0.8	0.9	0.9	1.0	1.0	1.0	0.8	0.9	0.7	0.8	1.0	0.8	0.7
SD	0.4	0.4	0.3	0.0	0.0	0.0	0.4	0.2	0.6	0.4	0.0	0.6	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 for: Digital marketing spending**</u>

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	53	47	32	27	37	21	20	17	34	12	68	59	34
	81.5%	85.5%	84.2%	87.1%	86.0%	84.0%	76.9%	85.0%	87.2%	92.3%	80.0%	89.4%	85.0%
	28.0%	24.9%	16.9%	14.3%	22.3%	12.7%	12.0%	10.2%	20.5%	7.2%	35.6%	30.9%	17.8%
0=Zero	12	5	5	4	4	3	6	3	5	1	16	7	4
	18.5%	9.1%	13.2%	12.9%	9.3%	12.0%	23.1%	15.0%	12.8%	7.7%	18.8%	10.6%	10.0%
	6.3%	2.6%	2.6%	2.1%	2.4%	1.8%	3.6%	1.8%	3.0%	0.6%	8.4%	3.7%	2.1%
-1=Negative	0	3	1	0	2	1	0	0	0	0	1	0	2
	0.0%	5.5%	2.6%	0.0%	4.7%	4.0%	0.0%	0.0%	0.0%	0.0%	1.2%	0.0%	5.0%
	0.0%	1.6%	0.5%	0.0%	1.2%	0.6%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	1.0%
Mean	0.8	0.8	0.8	0.9	0.8	0.8	0.8	0.9	0.9	0.9	0.8	0.9	0.8
SD	0.4	0.5	0.5	0.3	0.5	0.5	0.4	0.4	0.3	0.3	0.4	0.3	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 for: Traditional advertising spending

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	55	7	3	0	2	1	9	6	3	7	4	5	1
	30.4%	50.0%	23.1%	0.0%	50.0%	20.0%	32.1%	35.3%	20.0%	38.9%	50.0%	19.2%	10.0%
	30.4%	4.4%	1.9%	0.0%	1.3%	0.6%	5.6%	3.8%	1.9%	4.4%	2.5%	3.1%	0.6%
		k											a
0=Zero	52	3	4	1	1	0	6	7	4	4	0	11	5
	28.7%	21.4%	30.8%	50.0%	25.0%	0.0%	21.4%	41.2%	26.7%	22.2%	0.0%	42.3%	50.0%
	28.7%	1.9%	2.5%	0.6%	0.6%	0.0%	3.8%	4.4%	2.5%	2.5%	0.0%	6.9%	3.1%
								j			gkl	j	j
-1=Negative	74	4	6	1	1	4	13	4	8	7	4	10	4
	40.9%	28.6%	46.2%	50.0%	25.0%	80.0%	46.4%	23.5%	53.3%	38.9%	50.0%	38.5%	40.0%
	40.9%	2.5%	3.8%	0.6%	0.6%	2.5%	8.1%	2.5%	5.0%	4.4%	2.5%	6.3%	2.5%
						g		e					
Mean	-0.1	0.2	-0.2	-0.5	0.3	-0.6	-0.1	0.1	-0.3	0.0	0.0	-0.2	-0.3
SD	0.8	0.9	0.8	0.7	1.0	0.9	0.9	0.8	0.8	0.9	1.1	0.7	0.7

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 for: Traditional advertising spending</u>

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	17	12	12	11	13	12	6	5	7	4	22	18	15
	27.0%	24.5%	36.4%	34.4%	34.2%	48.0%	24.0%	27.8%	18.9%	28.6%	26.8%	28.1%	42.9%
	9.6%	6.8%	6.8%	6.2%	8.3%	7.6%	3.8%	3.2%	4.5%	2.5%	12.2%	9.9%	8.3%
						e			b				
0=Zero	23	15	9	5	13	5	8	8	8	2	31	17	4
	36.5%	30.6%	27.3%	15.6%	34.2%	20.0%	32.0%	44.4%	21.6%	14.3%	37.8%	26.6%	11.4%
	13.0%	8.5%	5.1%	2.8%	8.3%	3.2%	5.1%	5.1%	5.1%	1.3%	17.1%	9.4%	2.2%
	d			a							C		A
-1=Negative	23	22	12	16	12	8	11	5	22	8	29	29	16
	36.5%	44.9%	36.4%	50.0%	31.6%	32.0%	44.0%	27.8%	59.5%	57.1%	35.4%	45.3%	45.7%
	13.0%	12.4%	6.8%	9.0%	7.6%	5.1%	7.0%	3.2%	14.0%	5.1%	16.0%	16.0%	8.8%
					e	e			e	abd			
Mean	-0.1	-0.2	0.0	-0.2	0.0	0.2	-0.2	0.0	-0.4	-0.3	-0.1	-0.2	0.0
SD	0.8	0.8	0.9	0.9	0.8	0.9	0.8	0.8	0.8	0.9	0.8	0.8	1.0
					e	e			ab				

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 for: Brand building

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	92	10	10	0	1	3	12	11	5	7	5	15	2
	53.2%	76.9%	76.9%	0.0%	33.3%	60.0%	44.4%	78.6%	35.7%	38.9%	71.4%	55.6%	20.0%
	53.2%	6.6%	6.6%	0.0%	0.7%	2.0%	7.9%	7.2%	3.3%	4.6%	3.3%	9.9%	1.3%
		hil	hil				g	fhiL	abg	abg			abG
0=Zero	70	3	3	1	2	2	11	3	8	11	2	10	7
	40.5%	23.1%	23.1%	100.0%	66.7%	40.0%	40.7%	21.4%	57.1%	61.1%	28.6%	37.0%	70.0%
	40.5%	2.0%	2.0%	0.7%	1.3%	1.3%	7.2%	2.0%	5.3%	7.2%	1.3%	6.6%	4.6%
		il	il						il	abg			abg
-1=Negative	11	0	0	0	0	0	4	0	1	0	0	2	1
	6.4%	0.0%	0.0%	0.0%	0.0%	0.0%	14.8%	0.0%	7.1%	0.0%	0.0%	7.4%	10.0%
	6.4%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%	0.7%	0.0%	0.0%	1.3%	0.7%
Mean	0.5	0.8	0.8	0.0	0.3	0.6	0.3	0.8	0.3	0.4	0.7	0.5	0.1
SD	0.6	0.4	0.4	0.0	0.6	0.5	0.7	0.4	0.6	0.5	0.5	0.6	0.6
		fhiL	fhiL				abg	fhiL	abg	abg	1		ABGj

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 for: Brand building

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	31	25	18	16	20	13	10	12	18	6	39	31	21
	52.5%	52.1%	56.3%	53.3%	55.6%	52.0%	40.0%	70.6%	51.4%	54.5%	49.4%	55.4%	58.3%
	18.3%	14.8%	10.7%	9.5%	13.4%	8.7%	6.7%	8.1%	12.1%	4.0%	22.8%	18.1%	12.3%
0=Zero	25	19	12	13	15	10	13	4	16	4	37	21	12
	42.4%	39.6%	37.5%	43.3%	41.7%	40.0%	52.0%	23.5%	45.7%	36.4%	46.8%	37.5%	33.3%
	14.8%	11.2%	7.1%	7.7%	10.1%	6.7%	8.7%	2.7%	10.7%	2.7%	21.6%	12.3%	7.0%
-1=Negative	3	4	2	1	1	2	2	1	1	1	3	4	3
	5.1%	8.3%	6.3%	3.3%	2.8%	8.0%	8.0%	5.9%	2.9%	9.1%	3.8%	7.1%	8.3%
	1.8%	2.4%	1.2%	0.6%	0.7%	1.3%	1.3%	0.7%	0.7%	0.7%	1.8%	2.3%	1.8%
Mean	0.5	0.4	0.5	0.5	0.5	0.4	0.3	0.6	0.5	0.5	0.5	0.5	0.5
SD	0.6	0.6	0.6	0.6	0.6	0.7	0.6	0.6	0.6	0.7	0.6	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 for: Customer relationship management

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	128	7	12	2	2	4	19	15	10	13	8	13	7
	71.9%	63.6%	85.7%	100.0%	66.7%	80.0%	67.9%	88.2%	71.4%	68.4%	100.0%	52.0%	63.6%
	71.9%	4.5%	7.6%	1.3%	1.3%	2.5%	12.1%	9.6%	6.4%	8.3%	5.1%	8.3%	4.5%
			k					k			k	bgj	
0=Zero	45	4	2	0	1	1	8	2	3	5	0	10	4
	25.3%	36.4%	14.3%	0.0%	33.3%	20.0%	28.6%	11.8%	21.4%	26.3%	0.0%	40.0%	36.4%
	25.3%	2.5%	1.3%	0.0%	0.6%	0.6%	5.1%	1.3%	1.9%	3.2%	0.0%	6.4%	2.5%
											k	j	
-1=Negative	5	0	0	0	0	0	1	0	1	1	0	2	0
	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	3.6%	0.0%	7.1%	5.3%	0.0%	8.0%	0.0%
	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.6%	0.0%	0.6%	0.6%	0.0%	1.3%	0.0%
Mean	0.7	0.6	0.9	1.0	0.7	0.8	0.6	0.9	0.6	0.6	1.0	0.4	0.6
SD	0.5	0.5	0.4	0.0	0.6	0.4	0.6	0.3	0.6	0.6	0.0	0.7	0.5
			k					k				bg	

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 for: Customer relationship management

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	44	37	22	23	30	14	17	16	26	7	50	47	30
	72.1%	72.5%	68.8%	74.2%	73.2%	63.6%	68.0%	84.2%	72.2%	63.6%	64.1%	77.0%	81.1%
	25.1%	21.1%	12.6%	13.1%	19.5%	9.1%	11.0%	10.4%	16.9%	4.5%	28.4%	26.7%	17.0%
0=Zero	16	12	9	7	10	6	7	3	9	4	24	14	7
	26.2%	23.5%	28.1%	22.6%	24.4%	27.3%	28.0%	15.8%	25.0%	36.4%	30.8%	23.0%	18.9%
	9.1%	6.9%	5.1%	4.0%	6.5%	3.9%	4.5%	1.9%	5.8%	2.6%	13.6%	8.0%	4.0%
-1=Negative	1	2	1	1	1	2	1	0	1	0	4	0	0
	1.6%	3.9%	3.1%	3.2%	2.4%	9.1%	4.0%	0.0%	2.8%	0.0%	5.1%	0.0%	0.0%
	0.6%	1.1%	0.6%	0.6%	0.6%	1.3%	0.6%	0.0%	0.6%	0.0%	2.3%	0.0%	0.0%
Mean	0.7	0.7	0.7	0.7	0.7	0.5	0.6	0.8	0.7	0.6	0.6	0.8	0.8
SD	0.5	0.5	0.5	0.5	0.5	0.7	0.6	0.4	0.5	0.5	0.6	0.4	0.4
											bc	a	a

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 for: New product introductions</u>

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	124	8	10	0	2	3	25	11	14	12	3	14	6
	71.3%	61.5%	71.4%	0.0%	66.7%	60.0%	75.8%	64.7%	82.4%	63.2%	60.0%	66.7%	85.7%
	71.3%	5.2%	6.5%	0.0%	1.3%	1.9%	16.2%	7.1%	9.1%	7.8%	1.9%	9.1%	3.9%
0=Zero	46	5	4	0	1	1	5	6	3	7	2	7	1
	26.4%	38.5%	28.6%	0.0%	33.3%	20.0%	15.2%	35.3%	17.6%	36.8%	40.0%	33.3%	14.3%
	26.4%	3.2%	2.6%	0.0%	0.6%	0.6%	3.2%	3.9%	1.9%	4.5%	1.3%	4.5%	0.6%
-1=Negative	4	0	0	0	0	1	3	0	0	0	0	0	0
	2.3%	0.0%	0.0%	0.0%	0.0%	20.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	2.3%	0.0%	0.0%	0.0%	0.0%	0.6%	1.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
						k						e	
Mean	0.7	0.6	0.7	---	0.7	0.4	0.7	0.6	0.8	0.6	0.6	0.7	0.9
SD	0.5	0.5	0.5	---	0.6	0.9	0.6	0.5	0.4	0.5	0.5	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 for: New product introductions

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	49	33	24	15	26	23	16	11	23	9	55	43	25
	73.1%	75.0%	70.6%	60.0%	70.3%	92.0%	66.7%	64.7%	63.9%	69.2%	73.3%	70.5%	67.6%
	28.8%	19.4%	14.1%	8.8%	17.1%	15.1%	10.5%	7.2%	15.1%	5.9%	31.8%	24.9%	14.5%
					b	acde	b	b	b				
0=Zero	14	11	10	10	11	2	8	5	12	2	19	15	12
	20.9%	25.0%	29.4%	40.0%	29.7%	8.0%	33.3%	29.4%	33.3%	15.4%	25.3%	24.6%	32.4%
	8.2%	6.5%	5.9%	5.9%	7.2%	1.3%	5.3%	3.3%	7.9%	1.3%	11.0%	8.7%	6.9%
					b	ace	b		b				
-1=Negative	4	0	0	0	0	0	0	1	1	2	1	3	0
	6.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	2.8%	15.4%	1.3%	4.9%	0.0%
	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.7%	1.3%	0.6%	1.7%	0.0%
					f					a			
Mean	0.7	0.8	0.7	0.6	0.7	0.9	0.7	0.6	0.6	0.5	0.7	0.7	0.7
SD	0.6	0.4	0.5	0.5	0.5	0.3	0.5	0.6	0.5	0.8	0.5	0.6	0.5
					b	acdef	b	b	b	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 for: New service introductions

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	93	3	10	1	1	4	13	10	7	4	4	20	2
	56.7%	27.3%	76.9%	100.0%	50.0%	80.0%	48.1%	55.6%	63.6%	22.2%	80.0%	76.9%	28.6%
	56.7%	2.1%	6.9%	0.7%	0.7%	2.8%	9.0%	6.9%	4.9%	2.8%	2.8%	13.9%	1.4%
		bK	aIl			i	k	i	i	BeghjK	i	AfIl	bk
0=Zero	69	8	3	0	1	1	13	8	4	13	1	6	5
	42.1%	72.7%	23.1%	0.0%	50.0%	20.0%	48.1%	44.4%	36.4%	72.2%	20.0%	23.1%	71.4%
	42.1%	5.6%	2.1%	0.0%	0.7%	0.7%	9.0%	5.6%	2.8%	9.0%	0.7%	4.2%	3.5%
		bK	ail			i				bejK	i	AIl	bk
-1=Negative	2	0	0	0	0	0	1	0	0	1	0	0	0
	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	3.7%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%
	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.0%	0.7%	0.0%	0.0%	0.0%
Mean	0.6	0.3	0.8	1.0	0.5	0.8	0.4	0.6	0.6	0.2	0.8	0.8	0.3
SD	0.5	0.5	0.4	0.0	0.7	0.4	0.6	0.5	0.5	0.5	0.4	0.4	0.5
		bK	aIl			i	k	i	i	BeghjK	i	AfIl	bk

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 for: New service introductions

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	26	36	14	16	23	12	11	6	17	7	45	28	20
	47.3%	73.5%	46.7%	61.5%	65.7%	52.2%	50.0%	35.3%	53.1%	63.6%	59.2%	50.9%	60.6%
	16.3%	22.5%	8.8%	10.0%	16.4%	8.6%	7.9%	4.3%	12.1%	5.0%	27.4%	17.1%	12.2%
	B	Ac	b		d			a					
0=Zero	28	12	16	10	12	11	11	10	15	3	31	25	13
	50.9%	24.5%	53.3%	38.5%	34.3%	47.8%	50.0%	58.8%	46.9%	27.3%	40.8%	45.5%	39.4%
	17.5%	7.5%	10.0%	6.3%	8.6%	7.9%	7.9%	7.1%	10.7%	2.1%	18.9%	15.2%	7.9%
	B	Ac	b										
-1=Negative	1	1	0	0	0	0	0	1	0	1	0	2	0
	1.8%	2.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	9.1%	0.0%	3.6%	0.0%
	0.6%	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.7%	0.0%	1.2%	0.0%
Mean	0.5	0.7	0.5	0.6	0.7	0.5	0.5	0.3	0.5	0.5	0.6	0.5	0.6
SD	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.6	0.5	0.7	0.5	0.6	0.5
	b	ac	b		d			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 for: Marketing (non-sales) hires

N=410

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	85	9	7	0	3	3	15	8	5	8	3	12	3
	48.6%	69.2%	53.8%	0.0%	60.0%	60.0%	53.6%	47.1%	33.3%	42.1%	50.0%	48.0%	30.0%
	48.6%	5.8%	4.5%	0.0%	1.9%	1.9%	9.6%	5.1%	3.2%	5.1%	1.9%	7.7%	1.9%
0=Zero	77	3	6	0	2	2	11	9	7	8	3	13	5
	44.0%	23.1%	46.2%	0.0%	40.0%	40.0%	39.3%	52.9%	46.7%	42.1%	50.0%	52.0%	50.0%
	44.0%	1.9%	3.8%	0.0%	1.3%	1.3%	7.1%	5.8%	4.5%	5.1%	1.9%	8.3%	3.2%
-1=Negative	13	1	0	0	0	0	2	0	3	3	0	0	2
	7.4%	7.7%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%	20.0%	15.8%	0.0%	0.0%	20.0%
	7.4%	0.6%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	1.9%	1.9%	0.0%	0.0%	1.3%
									k	k		hil	k
Mean	0.4	0.6	0.5	---	0.6	0.6	0.5	0.5	0.1	0.3	0.5	0.5	0.1
SD	0.6	0.7	0.5	---	0.5	0.5	0.6	0.5	0.7	0.7	0.5	0.5	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 for: Marketing (non-sales) hires

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	31	23	17	11	16	15	10	14	12	8	33	31	21
	50.8%	47.9%	50.0%	39.3%	50.0%	57.7%	40.0%	70.0%	32.4%	61.5%	41.8%	50.8%	61.8%
	18.1%	13.5%	9.9%	6.4%	10.5%	9.8%	6.5%	9.2%	7.8%	5.2%	19.0%	17.8%	12.1%
								E	D				
0=Zero	28	20	12	16	15	10	12	6	21	3	39	27	11
	45.9%	41.7%	35.3%	57.1%	46.9%	38.5%	48.0%	30.0%	56.8%	23.1%	49.4%	44.3%	32.4%
	16.4%	11.7%	7.0%	9.4%	9.8%	6.5%	7.8%	3.9%	13.7%	2.0%	22.4%	15.5%	6.3%
									f	e			
-1=Negative	2	5	5	1	1	1	3	0	4	2	7	3	2
	3.3%	10.4%	14.7%	3.6%	3.1%	3.8%	12.0%	0.0%	10.8%	15.4%	8.9%	4.9%	5.9%
	1.2%	2.9%	2.9%	0.6%	0.7%	0.7%	2.0%	0.0%	2.6%	1.3%	4.0%	1.7%	1.1%
	c		a										
Mean	0.5	0.4	0.4	0.4	0.5	0.5	0.3	0.7	0.2	0.5	0.3	0.5	0.6
SD	0.6	0.7	0.7	0.6	0.6	0.6	0.7	0.5	0.6	0.8	0.6	0.6	0.6
						e	d	cE	bD				

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 for: Integrating what we know about marketing

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	85	6	6	0	2	3	15	9	8	9	3	12	2
	57.8%	54.5%	60.0%	0.0%	100.0%	60.0%	60.0%	60.0%	80.0%	50.0%	50.0%	54.5%	28.6%
	57.8%	4.6%	4.6%	0.0%	1.5%	2.3%	11.5%	6.9%	6.1%	6.9%	2.3%	9.2%	1.5%
0=Zero	60	5	4	0	0	2	10	6	2	8	3	9	5
	40.8%	45.5%	40.0%	0.0%	0.0%	40.0%	40.0%	40.0%	20.0%	44.4%	50.0%	40.9%	71.4%
	40.8%	3.8%	3.1%	0.0%	0.0%	1.5%	7.6%	4.6%	1.5%	6.1%	2.3%	6.9%	3.8%
-1=Negative	2	0	0	0	0	0	0	0	0	1	0	1	0
	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	4.5%	0.0%
	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.8%	0.0%
Mean	0.6	0.5	0.6	---	1.0	0.6	0.6	0.6	0.8	0.4	0.5	0.5	0.3
SD	0.5	0.5	0.5	---	0.0	0.5	0.5	0.5	0.4	0.6	0.5	0.6	0.5
										l			h

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 for: Integrating what we know about marketing

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	30	26	14	14	18	11	14	12	9	8	30	35	20
	56.6%	65.0%	56.0%	56.0%	58.1%	57.9%	63.6%	75.0%	32.1%	66.7%	46.9%	66.0%	66.7%
	21.0%	18.2%	9.8%	9.8%	14.1%	8.6%	10.9%	9.4%	7.0%	6.3%	20.4%	23.8%	13.6%
						e		E	cD		b	a	
0=Zero	23	14	11	9	12	8	8	4	18	4	32	18	10
	43.4%	35.0%	44.0%	36.0%	38.7%	42.1%	36.4%	25.0%	64.3%	33.3%	50.0%	34.0%	33.3%
	16.1%	9.8%	7.7%	6.3%	9.4%	6.3%	6.3%	3.1%	14.1%	3.1%	21.8%	12.2%	6.8%
								e	d				
-1=Negative	0	0	0	2	1	0	0	0	1	0	2	0	0
	0.0%	0.0%	0.0%	8.0%	3.2%	0.0%	0.0%	0.0%	3.6%	0.0%	3.1%	0.0%	0.0%
	0.0%	0.0%	0.0%	1.4%	0.8%	0.0%	0.0%	0.0%	0.8%	0.0%	1.4%	0.0%	0.0%
	d			a									
Mean	0.6	0.7	0.6	0.5	0.5	0.6	0.6	0.8	0.3	0.7	0.4	0.7	0.7
SD	0.5	0.5	0.5	0.7	0.6	0.5	0.5	0.4	0.5	0.5	0.6	0.5	0.5
						e		E	cDf	e	b	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 for: Developing knowledge about how to do marketing

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	81	6	6	2	2	3	14	9	8	7	2	10	2
	53.3%	50.0%	54.5%	100.0%	66.7%	60.0%	56.0%	60.0%	72.7%	41.2%	33.3%	45.5%	28.6%
	53.3%	4.4%	4.4%	1.5%	1.5%	2.2%	10.3%	6.6%	5.9%	5.1%	1.5%	7.4%	1.5%
0=Zero	67	6	5	0	1	2	11	6	3	7	4	12	5
	44.1%	50.0%	45.5%	0.0%	33.3%	40.0%	44.0%	40.0%	27.3%	41.2%	66.7%	54.5%	71.4%
	44.1%	4.4%	3.7%	0.0%	0.7%	1.5%	8.1%	4.4%	2.2%	5.1%	2.9%	8.8%	3.7%
-1=Negative	4	0	0	0	0	0	0	0	0	3	0	0	0
	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	17.6%	0.0%	0.0%	0.0%
	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%
							i			fk		i	
Mean	0.5	0.5	0.5	1.0	0.7	0.6	0.6	0.6	0.7	0.2	0.3	0.5	0.3
SD	0.6	0.5	0.5	0.0	0.6	0.5	0.5	0.5	0.5	0.8	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 for: Developing knowledge about how to do marketing

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	29	23	15	14	17	13	9	8	12	9	32	35	14
	54.7%	53.5%	55.6%	53.8%	56.7%	59.1%	39.1%	50.0%	38.7%	75.0%	46.4%	63.6%	50.0%
	19.5%	15.4%	10.1%	9.4%	12.7%	9.7%	6.7%	6.0%	9.0%	6.7%	21.1%	23.0%	9.2%
									f	e			
0=Zero	24	20	10	10	13	8	13	8	18	3	34	20	13
	45.3%	46.5%	37.0%	38.5%	43.3%	36.4%	56.5%	50.0%	58.1%	25.0%	49.3%	36.4%	46.4%
	16.1%	13.4%	6.7%	6.7%	9.7%	6.0%	9.7%	6.0%	13.4%	2.2%	22.4%	13.2%	8.6%
-1=Negative	0	0	2	2	0	1	1	0	1	0	3	0	1
	0.0%	0.0%	7.4%	7.7%	0.0%	4.5%	4.3%	0.0%	3.2%	0.0%	4.3%	0.0%	3.6%
	0.0%	0.0%	1.3%	1.3%	0.0%	0.7%	0.7%	0.0%	0.7%	0.0%	2.0%	0.0%	0.7%
	cd		a	a									
Mean	0.5	0.5	0.5	0.5	0.6	0.5	0.3	0.5	0.4	0.8	0.4	0.6	0.5
SD	0.5	0.5	0.6	0.6	0.5	0.6	0.6	0.5	0.6	0.5	0.6	0.5	0.6
							f		f	ce	b	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 for: Marketing training

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	77	8	7	0	2	4	14	8	4	7	2	9	3
	49.4%	66.7%	63.6%	0.0%	66.7%	80.0%	56.0%	47.1%	33.3%	41.2%	33.3%	37.5%	37.5%
	49.4%	5.7%	5.0%	0.0%	1.4%	2.9%	10.0%	5.7%	2.9%	5.0%	1.4%	6.4%	2.1%
0=Zero	74	3	4	0	1	1	11	9	7	7	4	15	5
	47.4%	25.0%	36.4%	0.0%	33.3%	20.0%	44.0%	52.9%	58.3%	41.2%	66.7%	62.5%	62.5%
	47.4%	2.1%	2.9%	0.0%	0.7%	0.7%	7.9%	6.4%	5.0%	5.0%	2.9%	10.7%	3.6%
		k										a	
-1=Negative	5	1	0	0	0	0	0	0	1	3	0	0	0
	3.2%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	17.6%	0.0%	0.0%	0.0%
	3.2%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	2.1%	0.0%	0.0%	0.0%
							i			fk			i
Mean	0.5	0.6	0.6	---	0.7	0.8	0.6	0.5	0.3	0.2	0.3	0.4	0.4
SD	0.6	0.7	0.5	---	0.6	0.4	0.5	0.5	0.6	0.8	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 for: Marketing training

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	32	18	16	11	14	13	10	8	14	6	27	30	20
	57.1%	43.9%	57.1%	39.3%	45.2%	65.0%	41.7%	47.1%	42.4%	50.0%	39.7%	54.5%	60.6%
	20.9%	11.8%	10.5%	7.2%	10.2%	9.5%	7.3%	5.8%	10.2%	4.4%	17.3%	19.2%	12.8%
0=Zero	24	22	9	16	16	7	13	9	17	5	38	24	12
	42.9%	53.7%	32.1%	57.1%	51.6%	35.0%	54.2%	52.9%	51.5%	41.7%	55.9%	43.6%	36.4%
	15.7%	14.4%	5.9%	10.5%	11.7%	5.1%	9.5%	6.6%	12.4%	3.6%	24.4%	15.4%	7.7%
-1=Negative	0	1	3	1	1	0	1	0	2	1	3	1	1
	0.0%	2.4%	10.7%	3.6%	3.2%	0.0%	4.2%	0.0%	6.1%	8.3%	4.4%	1.8%	3.0%
	0.0%	0.7%	2.0%	0.7%	0.7%	0.0%	0.7%	0.0%	1.5%	0.7%	1.9%	0.6%	0.6%
		c		a									
Mean	0.6	0.4	0.5	0.4	0.4	0.7	0.4	0.5	0.4	0.4	0.4	0.5	0.6
SD	0.5	0.5	0.7	0.6	0.6	0.5	0.6	0.5	0.6	0.7	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 for: Marketing research and intelligence

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	115	8	11	2	2	5	20	13	10	10	3	14	7
	68.5%	66.7%	84.6%	100.0%	66.7%	100.0%	71.4%	76.5%	71.4%	55.6%	50.0%	60.9%	77.8%
	68.5%	5.3%	7.3%	1.3%	1.3%	3.3%	13.3%	8.7%	6.7%	6.7%	2.0%	9.3%	4.7%
0=Zero	48	3	2	0	1	0	8	4	4	6	3	8	2
	28.6%	25.0%	15.4%	0.0%	33.3%	0.0%	28.6%	23.5%	28.6%	33.3%	50.0%	34.8%	22.2%
	28.6%	2.0%	1.3%	0.0%	0.7%	0.0%	5.3%	2.7%	2.7%	4.0%	2.0%	5.3%	1.3%
-1=Negative	5	1	0	0	0	0	0	0	0	2	0	1	0
	3.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	4.3%	0.0%
	3.0%	0.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%	0.7%	0.0%
Mean	0.7	0.6	0.8	1.0	0.7	1.0	0.7	0.8	0.7	0.4	0.5	0.6	0.8
SD	0.5	0.7	0.4	0.0	0.6	0.0	0.5	0.4	0.5	0.7	0.5	0.6	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 for: Marketing research and intelligence

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	40	31	23	18	22	19	17	13	24	7	54	38	22
	69.0%	67.4%	74.2%	62.1%	68.8%	82.6%	65.4%	68.4%	66.7%	63.6%	71.1%	65.5%	66.7%
	24.4%	18.9%	14.0%	11.0%	15.0%	12.9%	11.6%	8.8%	16.3%	4.8%	32.3%	22.8%	13.2%
0=Zero	18	13	7	9	10	4	8	5	9	4	19	19	10
	31.0%	28.3%	22.6%	31.0%	31.3%	17.4%	30.8%	26.3%	25.0%	36.4%	25.0%	32.8%	30.3%
	11.0%	7.9%	4.3%	5.5%	6.8%	2.7%	5.4%	3.4%	6.1%	2.7%	11.4%	11.4%	6.0%
-1=Negative	0	2	1	2	0	0	1	1	3	0	3	1	1
	0.0%	4.3%	3.2%	6.9%	0.0%	0.0%	3.8%	5.3%	8.3%	0.0%	3.9%	1.7%	3.0%
	0.0%	1.2%	0.6%	1.2%	0.0%	0.0%	0.7%	0.7%	2.0%	0.0%	1.8%	0.6%	0.6%
	d			a									
Mean	0.7	0.6	0.7	0.6	0.7	0.8	0.6	0.6	0.6	0.6	0.7	0.6	0.6
SD	0.5	0.6	0.5	0.6	0.5	0.4	0.6	0.6	0.6	0.5	0.6	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 for: Marketing consulting services

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
								Industry Sector					
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Positive	60	2	9	1	1	1	8	7	6	9	2	7	2
	36.4%	16.7%	69.2%	100.0%	25.0%	20.0%	30.8%	50.0%	46.2%	47.4%	28.6%	28.0%	20.0%
	36.4%	1.3%	6.0%	0.7%	0.7%	0.7%	5.4%	4.7%	4.0%	6.0%	1.3%	4.7%	1.3%
		b	afkl				b					b	b
0=Zero	87	10	4	0	2	3	15	6	6	7	4	15	6
	52.7%	83.3%	30.8%	0.0%	50.0%	60.0%	57.7%	42.9%	46.2%	36.8%	57.1%	60.0%	60.0%
	52.7%	6.7%	2.7%	0.0%	1.3%	2.0%	10.1%	4.0%	4.0%	4.7%	2.7%	10.1%	4.0%
		bgi	a					a		a			
-1=Negative	18	0	0	0	1	1	3	1	1	3	1	3	2
	10.9%	0.0%	0.0%	0.0%	25.0%	20.0%	11.5%	7.1%	7.7%	15.8%	14.3%	12.0%	20.0%
	10.9%	0.0%	0.0%	0.0%	0.7%	0.7%	2.0%	0.7%	0.7%	2.0%	0.7%	2.0%	1.3%
Mean	0.3	0.2	0.7	1.0	0.0	0.0	0.2	0.4	0.4	0.3	0.1	0.2	0.0
SD	0.6	0.4	0.5	0.0	0.8	0.7	0.6	0.6	0.6	0.7	0.7	0.6	0.7
		B	AdefkL		b	b	b					b	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 for: Marketing consulting services

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Positive	19	19	13	9	15	10	9	10	8	3	26	20	14
	34.5%	38.8%	43.3%	32.1%	44.1%	45.5%	34.6%	55.6%	22.9%	23.1%	33.8%	35.1%	45.2%
	11.7%	11.7%	8.0%	5.6%	10.1%	6.8%	6.1%	6.8%	5.4%	2.0%	15.8%	12.1%	8.5%
								e	d				
0=Zero	31	25	15	14	18	11	14	6	21	6	45	29	13
	56.4%	51.0%	50.0%	50.0%	52.9%	50.0%	53.8%	33.3%	60.0%	46.2%	58.4%	50.9%	41.9%
	19.1%	15.4%	9.3%	8.6%	12.2%	7.4%	9.5%	4.1%	14.2%	4.1%	27.3%	17.6%	7.9%
-1=Negative	5	5	2	5	1	1	3	2	6	4	6	8	4
	9.1%	10.2%	6.7%	17.9%	2.9%	4.5%	11.5%	11.1%	17.1%	30.8%	7.8%	14.0%	12.9%
	3.1%	3.1%	1.2%	3.1%	0.7%	0.7%	2.0%	1.4%	4.1%	2.7%	3.6%	4.8%	2.4%
					F	f				Ab			
Mean	0.3	0.3	0.4	0.1	0.4	0.4	0.2	0.4	0.1	-0.1	0.3	0.2	0.3
SD	0.6	0.6	0.6	0.7	0.6	0.6	0.7	0.7	0.6	0.8	0.6	0.7	0.7
					ef	ef		e	abd	ab			

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=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Percent of budget	191	13	14	3	4	6	36	18	20	22	7	30	11
	9.4	19.2	13.6	6.3	11.5	3.0	7.4	9.6	9.1	7.6	9.4	6.3	15.0
	9.7	11.6	13.1	1.5	8.1	3.5	9.0	9.6	8.8	7.3	8.2	5.2	14.2
		EFgHIK	k		e	Ad	Al	a	A	A		AbL	fK

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=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Percent of budget	64	59	36	29	56	30	26	20	39	12	83	67	39
	8.3	7.0	14.3	10.7	9.8	7.4	7.1	8.4	10.7	10.2	7.9	8.9	13.7
	9.6	7.3	11.9	10.0	10.0	8.0	8.1	8.3	11.1	8.0	9.3	8.2	12.0
	C	C	AB								C	c	Ab

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

Topic 3: Marketing Spending

Marketing expenses account for what percent of your firm s revenues?

N=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Percent of revenues	201	17	14	3	5	6	36	18	20	22	6	35	12
	7.8	8.7	10.8	2.0	6.1	10.0	4.5	8.3	12.5	9.9	5.3	5.4	7.8
	11.2	7.3	13.9	1.0	8.0	16.2	8.2	11.9	13.9	15.3	3.4	6.9	12.6
							H		Fk			h	

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

Topic 3: Marketing Spending

Marketing expenses account for what percent of your firm s revenues?

N=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Percent of revenues	66	63	39	30	57	30	29	21	43	12	89	68	40
	6.0	5.2	13.1	10.9	8.9	8.7	6.0	4.4	5.9	13.1	5.9	6.8	13.1
	9.4	8.8	12.9	14.2	11.7	13.7	10.7	6.1	6.5	14.5	9.8	10.2	13.3
	Cd	Cd	AB	ab					f	f	de	C	C	AB

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

Topic 3: Marketing Spending

Which best describes how your company shows the short-term impact of marketing spend on your business?

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=We prove the impact quantitatively	81	14	7	1	2	2	6	3	11	8	3	15	5
	36.3%	77.8%	36.8%	33.3%	40.0%	28.6%	15.4%	16.7%	47.8%	33.3%	33.3%	39.5%	38.5%
	36.3%	6.5%	3.2%	0.5%	0.9%	0.9%	2.8%	1.4%	5.1%	3.7%	1.4%	6.9%	2.3%
		beFGIjKl	a				a	AHk	Ah	Fg	A	a	Af	a
2=We have a good qualitative sense of the impact, but not a quantitative impact	102	4	11	1	2	3	21	10	9	11	4	18	6
	45.7%	22.2%	57.9%	33.3%	40.0%	42.9%	53.8%	55.6%	39.1%	45.8%	44.4%	47.4%	46.2%
	45.7%	1.9%	5.1%	0.5%	0.9%	1.4%	9.7%	4.6%	4.2%	5.1%	1.9%	8.3%	2.8%
		bfg	a				a	a					
3=We haven't been able to show the impact yet	40	0	1	1	1	2	12	5	3	5	2	5	2
	17.9%	0.0%	5.3%	33.3%	20.0%	28.6%	30.8%	27.8%	13.0%	20.8%	22.2%	13.2%	15.4%
	17.9%	0.0%	0.5%	0.5%	0.5%	0.9%	5.6%	2.3%	1.4%	2.3%	0.9%	2.3%	0.9%
		cefgij	f	a		a	ab	a		a	a		

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

Topic 3: Marketing Spending

Which best describes how your company shows the short-term impact of marketing spend on your business?

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=We prove the impact quantitatively	18	24	24	14	19	10	9	7	25	7	25	29	23
	24.3%	35.3%	58.5%	38.9%	30.6%	30.3%	27.3%	31.8%	53.2%	53.8%	25.5%	39.2%	50.0%
	8.2%	11.0%	11.0%	6.4%	9.0%	4.8%	4.3%	3.3%	11.9%	3.3%	11.5%	13.3%	10.6%
	C	c	Ab		e	e	e		abc		C		A
2=We have a good qualitative sense of the impact, but not a quantitative impact	37	32	15	15	30	15	22	11	15	4	51	31	19
	50.0%	47.1%	36.6%	41.7%	48.4%	45.5%	66.7%	50.0%	31.9%	30.8%	52.0%	41.9%	41.3%
	16.9%	14.6%	6.8%	6.8%	14.3%	7.1%	10.5%	5.2%	7.1%	1.9%	23.4%	14.2%	8.7%
							Ef		C	c			
3=We haven't been able to show the impact yet	19	12	2	7	13	8	2	4	7	2	22	14	4
	25.7%	17.6%	4.9%	19.4%	21.0%	24.2%	6.1%	18.2%	14.9%	15.4%	22.4%	18.9%	8.7%
	8.7%	5.5%	0.9%	3.2%	6.2%	3.8%	1.0%	1.9%	3.3%	1.0%	10.1%	6.4%	1.8%
	C		A			c	b				c		a

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

Topic 3: Marketing Spending

Which best describes how your company shows the long-term impact of marketing spend on your business?

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=We prove the impact quantitatively	71	11	5	0	1	4	9	3	10	8	3	14	2
	31.7%	61.1%	26.3%	0.0%	20.0%	57.1%	23.1%	16.7%	43.5%	33.3%	33.3%	36.8%	15.4%
	31.7%	5.1%	2.3%	0.0%	0.5%	1.9%	4.2%	1.4%	4.6%	3.7%	1.4%	6.5%	0.9%
		bFGl	a				A	A					a
2=We have a good qualitative sense of the impact, but not a quantitative impact	112	7	13	3	4	1	20	9	11	12	4	13	9
	50.0%	38.9%	68.4%	100.0%	80.0%	14.3%	51.3%	50.0%	47.8%	50.0%	44.4%	34.2%	69.2%
	50.0%	3.2%	6.0%	1.4%	1.9%	0.5%	9.3%	4.2%	5.1%	5.6%	1.9%	6.0%	4.2%
			ek	ek	e	bcdl						bcl	ek
3=We haven't been able to show the impact yet	41	0	1	0	0	2	10	6	2	4	2	11	2
	18.3%	0.0%	5.3%	0.0%	0.0%	28.6%	25.6%	33.3%	8.7%	16.7%	22.2%	28.9%	15.4%
	18.3%	0.0%	0.5%	0.0%	0.0%	0.9%	4.6%	2.8%	0.9%	1.9%	0.9%	5.1%	0.9%
		efgjk	gk			a	a	ab			a	ab	

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

Topic 3: Marketing Spending

Which best describes how your company shows the long-term impact of marketing spend on your business?

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=We prove the impact quantitatively	16	23	21	11	18	11	11	5	19	6	24	25	19
	21.6%	33.3%	51.2%	30.6%	29.0%	33.3%	33.3%	22.7%	40.4%	46.2%	24.5%	33.3%	41.3%
	7.3%	10.5%	9.5%	5.0%	8.6%	5.2%	5.2%	2.4%	9.0%	2.9%	11.0%	11.4%	8.7%
	C		A								c		a
2=We have a good qualitative sense of the impact, but not a quantitative impact	41	31	17	19	28	17	21	10	20	7	53	35	22
	55.4%	44.9%	41.5%	52.8%	45.2%	51.5%	63.6%	45.5%	42.6%	53.8%	54.1%	46.7%	47.8%
	18.6%	14.1%	7.7%	8.6%	13.3%	8.1%	10.0%	4.8%	9.5%	3.3%	24.2%	16.0%	10.0%
3=We haven't been able to show the impact yet	17	15	3	6	16	5	1	7	8	0	21	15	5
	23.0%	21.7%	7.3%	16.7%	25.8%	15.2%	3.0%	31.8%	17.0%	0.0%	21.4%	20.0%	10.9%
	7.7%	6.8%	1.4%	2.7%	7.6%	2.4%	0.5%	3.3%	3.8%	0.0%	9.6%	6.8%	2.3%
	c		a		Cf		AD	Cf		ad			

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months?

N=410 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 Whole- sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
								Industry Sector						
Number	410		18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%		8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Market share	242		17	18	3	5	5	39	18	21	22	7	26	13
	2.1		1.8	1.7	5.3	4.0	4.2	2.0	1.8	2.3	0.7	1.4	2.8	0.1
	4.0		3.2	4.7	4.0	3.7	4.2	3.5	5.8	4.7	3.8	3.0	3.8	4.2
													l	k
Sales Revenue	254		18	17	3	5	6	41	19	21	21	8	36	11
	4.1		3.9	6.9	6.0	4.6	5.3	2.2	4.1	4.6	2.9	2.1	6.2	3.3
	5.5		5.9	3.6	3.6	3.9	5.1	5.4	6.7	6.0	4.9	5.3	4.9	7.2
				FIj				BK			Bk	bk	Fij	
Marketing ROI	204		14	14	2	5	5	31	18	19	15	7	29	10
	3.1		3.3	4.6	4.0	4.2	4.4	1.5	1.6	4.1	2.3	3.0	3.8	0.0
	3.8		3.6	4.0	1.4	3.7	3.0	3.6	2.2	4.1	3.8	3.3	3.8	5.1
				fgl			g	bhk	behk	fgl			fgl	bhk
Profits	243		18	17	2	5	6	39	18	20	21	6	31	12
	3.3		4.3	3.5	6.5	3.2	1.5	1.5	2.4	3.8	4.2	3.5	4.4	3.1
	5.2		4.8	3.8	4.9	2.0	6.5	6.0	4.5	4.8	5.2	8.1	4.8	7.2
								k					f	
Customer acquisition	234		17	17	1	5	5	34	18	21	21	7	34	12
	3.4		3.6	1.5	0.0	4.6	3.4	2.4	4.2	4.2	2.4	3.4	6.0	1.4
	4.2		3.5	6.0	---	0.9	4.2	4.2	3.2	4.3	4.3	3.3	3.5	4.4
			k	K				K				K	aBFIL	K
Customer retention	222		15	14	1	5	5	33	18	20	20	7	32	11
	2.0		2.0	0.6	0.0	2.0	2.0	1.0	2.4	4.0	2.0	-1.4	3.7	0.5
	4.5		3.0	5.9	---	3.2	4.5	5.0	4.4	5.1	3.9	3.2	4.7	2.5
			j					hk	j	fjl	j	aghiK	fJl	hk
Brand value	205		13	16	2	5	5	31	16	20	17	6	23	10
	3.1		2.6	3.0	1.0	5.8	2.8	2.8	2.7	3.9	1.9	4.3	3.4	2.2
	4.1		3.4	3.7	0.0	4.1	4.7	3.9	3.3	4.4	4.4	4.5	4.9	3.3

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months?

N=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Market share	84	72	48	32	50	30	32	21	44	15	100	84	54
	2.6	2.0	1.0	2.3	1.8	2.3	1.8	2.8	1.9	1.7	1.8	2.1	2.5
	4.0	3.0	4.9	4.7	4.0	5.2	3.2	5.1	4.1	3.5	4.1	4.2	3.8
Sales Revenue	87	79	48	34	59	32	33	21	45	14	108	87	54
	3.5	4.5	4.3	3.5	4.9	3.1	4.2	3.3	3.8	6.1	3.9	3.9	4.8
	5.8	5.2	5.7	5.1	5.7	5.9	5.6	6.1	4.6	4.2	5.6	5.4	5.5
Marketing ROI	70	60	41	28	50	24	26	17	39	12	87	68	46
	2.4	3.8	3.2	3.4	2.8	3.4	2.2	2.2	3.3	4.1	2.7	3.2	3.5
	3.8	3.7	4.0	4.0	3.5	4.2	4.2	3.5	4.3	3.3	3.9	3.7	3.7
	b	a											
Profits	82	74	47	34	55	28	32	20	44	14	102	82	54
	2.3	4.3	3.8	2.7	3.0	2.9	3.4	3.3	3.5	4.2	3.6	2.7	3.4
	5.2	5.2	5.2	5.1	5.8	5.7	4.5	6.6	4.8	4.0	5.1	5.2	5.7
	b	a											
Customer acquisition	78	73	43	35	58	26	32	19	41	14	100	78	52
	3.2	3.6	3.6	3.2	3.9	4.5	3.0	3.5	2.5	4.2	3.5	2.8	4.0
	3.9	4.3	4.6	4.4	5.0	4.1	3.4	3.6	4.3	3.7	4.0	4.4	4.2
Customer retention	74	71	40	32	55	23	29	19	40	13	95	73	50
	1.5	2.5	2.8	1.2	3.1	2.1	1.0	2.3	0.8	2.8	2.0	2.0	2.2
	4.5	4.4	4.6	4.1	4.8	5.9	4.4	5.0	3.6	2.6	4.6	4.3	4.6
					e				a				
Brand value	70	61	41	28	46	23	25	18	38	12	80	74	49
	2.9	3.6	2.8	2.9	4.4	3.1	2.1	2.4	1.7	4.9	2.8	3.2	3.6
	4.1	4.0	4.1	4.3	4.5	4.0	2.9	2.7	3.5	4.3	4.2	3.6	4.6
					cE		af		Af	ce			

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

Topic 4: Financial and Marketing Performance

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

N=410 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 Whole- sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Market share	236	16	18	3	5	5	39	19	21	22	6	26	12
	4.3	3.4	4.6	6.0	3.4	5.6	3.7	4.8	4.0	2.9	1.7	5.3	3.1
	3.4	3.7	3.6	3.6	0.9	3.0	3.1	3.3	4.1	2.4	1.5	3.4	3.3
				j		ij		ij		egK	cegk	Ij	
Sales Revenue	248	17	17	3	5	6	41	19	21	21	7	35	10
	6.5	5.2	7.7	7.3	5.6	6.3	5.7	6.7	7.0	6.1	3.9	7.9	7.2
	3.9	5.3	3.1	2.5	2.6	3.2	3.4	4.1	5.1	2.9	1.6	3.1	4.3
		k	fJ	j			bK			k	BcK	aFiJ	
Marketing ROI	202	14	14	2	5	5	31	18	19	15	6	29	9
	5.0	5.9	5.4	6.0	5.2	5.6	3.4	3.6	6.3	5.5	3.0	5.8	4.1
	3.7	3.7	3.5	1.4	2.9	3.0	2.5	3.4	5.0	3.6	3.8	3.5	3.8
		F	f				AbHiK	k	F	f		Fg	
Profits	240	17	17	2	5	6	38	18	20	21	7	31	11
	5.8	4.7	6.0	4.0	5.6	2.7	4.9	4.9	5.8	6.8	6.6	6.8	5.9
	3.7	4.1	3.4	1.4	2.6	6.7	3.5	3.6	4.1	3.6	3.5	3.1	4.3
						k	k					ef	
Customer acquisition	229	17	17	1	5	5	33	18	21	21	6	34	10
	5.8	4.8	6.3	1.0	4.6	6.2	4.4	6.1	6.2	5.0	6.8	7.9	4.1
	3.5	3.5	3.3	---	1.7	3.8	3.3	3.0	3.7	3.1	3.5	2.7	5.0
		K			k		K	k		K		AdFgIL	K
Customer retention	218	15	14	1	5	5	33	18	20	20	6	31	10
	4.2	3.9	3.4	1.0	2.0	3.8	2.5	5.1	5.4	4.0	3.2	5.5	2.3
	4.1	3.8	4.6	---	3.5	3.7	4.0	4.8	4.1	3.3	2.2	4.1	4.3
							ghK	f	f			Fl	k
Brand value	203	13	16	2	5	5	31	16	20	17	5	23	9
	5.2	4.8	6.3	2.0	5.6	4.2	3.6	5.1	5.3	4.8	4.4	6.4	3.7
	3.7	3.9	3.7	1.4	3.0	3.7	3.8	3.5	4.0	3.5	3.4	3.1	4.2
			f				bK					Fl	k

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

Topic 4: Financial and Marketing Performance

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

N=410 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 Percent	134 33.6%	126 31.6%	75 18.8%	64 16.0%	62 29.0%	34 15.9%	34 15.9%	22 10.3%	47 22.0%	15 7.0%	137 44.1%	106 34.1%	68 21.9%
Market share	84 4.5 3.4	68 4.4 3.1	47 3.9 3.4	31 3.6 3.5	50 3.9 3.4	30 4.8 3.7	32 4.0 3.5	21 4.2 3.6	43 3.9 3.1	15 2.9 2.1	97 4.3 3.6	84 4.2 3.3	52 4.7 3.2
Sales Revenue	87 6.4 4.0	76 7.2 3.3 D	47 6.2 4.3	32 5.1 3.9 B	57 6.8 3.7	32 6.9 4.5	33 6.1 3.9	21 6.2 3.4	44 6.0 3.7	14 6.8 2.8	105 6.5 3.8	87 6.1 4.2	52 7.0 3.6
Marketing ROI	70 4.4 3.6 b	60 5.7 3.7 a	41 5.1 3.6	26 4.8 3.8	49 4.6 4.2	24 5.3 3.6	26 3.8 2.8 e	17 5.5 3.2	39 5.9 3.4 c	12 4.3 3.1	87 4.0 3.8 bC	68 5.5 3.3 a	44 6.1 3.6 A
Profits	81 4.6 4.0 Bc	73 7.0 3.2 Ad	46 6.2 3.6 a	34 5.4 3.5 b	55 5.9 3.8	28 5.9 3.9	32 4.7 3.4	19 5.7 5.0	44 6.1 3.4	14 5.4 3.0	101 5.5 4.0	81 5.5 3.6	54 6.6 3.3
Customer acquisition	77 5.2 3.4 b	72 6.6 3.4 a	43 5.7 4.0	32 5.6 3.3	57 6.6 3.4 E	26 5.8 3.5	32 5.8 3.3	18 5.8 3.4	41 4.6 3.8 A	14 5.9 3.2	98 5.7 3.7	77 5.4 3.4	50 6.6 3.3
Customer retention	74 3.4 3.9 bc	69 4.9 4.2 a	40 5.1 3.8 a	30 3.6 4.0	53 5.4 3.8 CE	23 3.6 4.9	29 2.8 3.9 A	19 4.3 4.9	40 2.9 3.4 A	13 4.6 3.7	93 3.9 4.0	73 4.0 4.1	48 5.1 4.3
Brand value	70 4.5 3.7 b	61 6.0 3.5 a	41 5.4 3.6	26 4.8 4.1	45 5.6 3.8 C	23 5.7 3.9 c	25 3.2 3.0 Abf	18 4.6 3.6	38 4.4 3.4	12 6.1 4.0 c	80 4.6 3.7 c	74 5.5 3.8	47 5.9 3.4 a

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

Topic 4: Financial and Marketing Performance

How would you rate your company's marketing excellence?

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
7=Excellent - one of the best in the world	19	1	3	0	0	1	1	1	1	2	0	6	0
	7.0%	5.6%	15.0%	0.0%	0.0%	14.3%	2.4%	5.3%	4.3%	8.3%	0.0%	15.4%	0.0%
	7.0%	0.5%	1.4%	0.0%	0.0%	0.5%	0.5%	0.5%	0.5%	0.9%	0.0%	2.7%	0.0%
							k					f	
6=A leader but not one of the best	45	5	3	0	3	2	5	2	3	2	2	7	2
	16.5%	27.8%	15.0%	0.0%	60.0%	28.6%	12.2%	10.5%	13.0%	8.3%	22.2%	17.9%	14.3%
	16.5%	2.3%	1.4%	0.0%	1.4%	0.9%	2.3%	0.9%	1.4%	0.9%	0.9%	3.2%	0.9%
			d		bfghIk		d	d	d	D		d	
5=Strong	81	8	9	2	2	1	9	6	6	7	2	8	4
	29.8%	44.4%	45.0%	66.7%	40.0%	14.3%	22.0%	31.6%	26.1%	29.2%	22.2%	20.5%	28.6%
	29.8%	3.6%	4.1%	0.9%	0.9%	0.5%	4.1%	2.7%	2.7%	3.2%	0.9%	3.6%	1.8%
4=Good	53	1	5	0	0	2	11	4	2	4	3	10	3
	19.5%	5.6%	25.0%	0.0%	0.0%	28.6%	26.8%	21.1%	8.7%	16.7%	33.3%	25.6%	21.4%
	19.5%	0.5%	2.3%	0.0%	0.0%	0.9%	5.0%	1.8%	0.9%	1.8%	1.4%	4.5%	1.4%
3=Fair	55	1	0	1	0	0	10	6	8	8	2	5	5
	20.2%	5.6%	0.0%	33.3%	0.0%	0.0%	24.4%	31.6%	34.8%	33.3%	22.2%	12.8%	35.7%
	20.2%	0.5%	0.0%	0.5%	0.0%	0.0%	4.5%	2.7%	3.6%	3.6%	0.9%	2.3%	2.3%
		hil	cfGHIjL	b			b	B	aBk	aB	b	h	aB
2=Weak	16	2	0	0	0	1	4	0	2	1	0	3	0
	5.9%	11.1%	0.0%	0.0%	0.0%	14.3%	9.8%	0.0%	8.7%	4.2%	0.0%	7.7%	0.0%
	5.9%	0.9%	0.0%	0.0%	0.0%	0.5%	1.8%	0.0%	0.9%	0.5%	0.0%	1.4%	0.0%
1=Very weak	3	0	0	0	0	0	1	0	1	0	0	0	0
	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	4.3%	0.0%	0.0%	0.0%	0.0%
	1.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%
Mean	4.5	4.9	5.2	4.3	5.6	4.9	4.0	4.4	4.0	4.3	4.4	4.7	4.2
SD	1.4	1.4	1.0	1.2	0.5	1.7	1.4	1.2	1.5	1.4	1.1	1.5	1.1
			f	FgHil		fghil		aBdk	bd	Bd	bd		f	bd

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

Topic 4: Financial and Marketing Performance

How would you rate your company's marketing excellence?

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
7=Excellent - one of the best in the world	3	10	4	2	6	2	1	1	2	3	6	5	6
	3.2%	12.2%	8.0%	4.8%	9.7%	5.9%	2.9%	4.5%	4.3%	20.0%	5.1%	5.7%	10.0%
	1.1%	3.7%	1.5%	0.7%	2.8%	0.9%	0.5%	0.5%	0.9%	1.4%	2.3%	1.9%	2.3%
	b	a											
6=A leader but not one of the best	13	14	7	10	11	3	4	4	9	3	17	13	14
	14.0%	17.1%	14.0%	23.8%	17.7%	8.8%	11.8%	18.2%	19.1%	20.0%	14.5%	14.8%	23.3%
	4.9%	5.2%	2.6%	3.7%	5.1%	1.4%	1.9%	1.9%	4.2%	1.4%	6.4%	4.9%	5.3%
5=Strong	28	22	19	11	12	12	13	4	17	6	34	30	15
	30.1%	26.8%	38.0%	26.2%	19.4%	35.3%	38.2%	18.2%	36.2%	40.0%	29.1%	34.1%	25.0%
	10.5%	8.2%	7.1%	4.1%	5.6%	5.6%	6.1%	1.9%	7.9%	2.8%	12.8%	11.3%	5.7%
					c		a						
4=Good	16	15	8	11	13	7	8	7	8	1	22	18	12
	17.2%	18.3%	16.0%	26.2%	21.0%	20.6%	23.5%	31.8%	17.0%	6.7%	18.8%	20.5%	20.0%
	6.0%	5.6%	3.0%	4.1%	6.1%	3.3%	3.7%	3.3%	3.7%	0.5%	8.3%	6.8%	4.5%
3=Fair	23	15	9	8	14	7	7	5	9	1	25	20	9
	24.7%	18.3%	18.0%	19.0%	22.6%	20.6%	20.6%	22.7%	19.1%	6.7%	21.4%	22.7%	15.0%
	8.6%	5.6%	3.4%	3.0%	6.5%	3.3%	3.3%	2.3%	4.2%	0.5%	9.4%	7.5%	3.4%
2=Weak	8	5	3	0	5	2	1	1	2	1	11	2	3
	8.6%	6.1%	6.0%	0.0%	8.1%	5.9%	2.9%	4.5%	4.3%	6.7%	9.4%	2.3%	5.0%
	3.0%	1.9%	1.1%	0.0%	2.3%	0.9%	0.5%	0.5%	0.9%	0.5%	4.2%	0.8%	1.1%
											b		a
1=Very weak	2	1	0	0	1	1	0	0	0	0	2	0	1
	2.2%	1.2%	0.0%	0.0%	1.6%	2.9%	0.0%	0.0%	0.0%	0.0%	1.7%	0.0%	1.7%
	0.7%	0.4%	0.0%	0.0%	0.5%	0.5%	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.4%
Mean	4.2	4.6	4.6	4.7	4.4	4.3	4.4	4.4	4.6	5.2	4.3	4.5	4.7
SD	1.4	1.5	1.3	1.2	1.5	1.4	1.1	1.3	1.2	1.4	1.4	1.2	1.5
	bd	a		a		f				b			

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

Topic 4: Financial and Marketing Performance

Rate your firm on developing and using customer insights during the last 12 months.

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Poor	17	1	0	0	0	1	6	3	1	0	1	1	0
	6.3%	5.6%	0.0%	0.0%	0.0%	14.3%	15.4%	16.7%	4.3%	0.0%	11.1%	2.6%	0.0%
	6.3%	0.5%	0.0%	0.0%	0.0%	0.5%	2.8%	1.4%	0.5%	0.0%	0.5%	0.5%	0.0%
							i	i		fg			
2=Fair	32	3	1	1	1	1	3	1	4	6	1	5	1
	11.8%	16.7%	5.3%	33.3%	20.0%	14.3%	7.7%	5.6%	17.4%	25.0%	11.1%	13.2%	7.7%
	11.8%	1.4%	0.5%	0.5%	0.5%	0.5%	1.4%	0.5%	1.9%	2.8%	0.5%	2.3%	0.5%
3=Average	85	3	8	1	1	0	11	8	7	7	3	12	6
	31.3%	16.7%	42.1%	33.3%	20.0%	0.0%	28.2%	44.4%	30.4%	29.2%	33.3%	31.6%	46.2%
	31.3%	1.4%	3.7%	0.5%	0.5%	0.0%	5.1%	3.7%	3.2%	3.2%	1.4%	5.6%	2.8%
						gl		e					e
4=Good	104	9	6	0	2	4	16	4	8	10	4	13	6
	38.2%	50.0%	31.6%	0.0%	40.0%	57.1%	41.0%	22.2%	34.8%	41.7%	44.4%	34.2%	46.2%
	38.2%	4.2%	2.8%	0.0%	0.9%	1.9%	7.4%	1.9%	3.7%	4.6%	1.9%	6.0%	2.8%
5=Excellent	34	2	4	1	1	1	3	2	3	1	0	7	0
	12.5%	11.1%	21.1%	33.3%	20.0%	14.3%	7.7%	11.1%	13.0%	4.2%	0.0%	18.4%	0.0%
	12.5%	0.9%	1.9%	0.5%	0.5%	0.5%	1.4%	0.9%	1.4%	0.5%	0.0%	3.2%	0.0%
				l									c
Mean	3.4	3.4	3.7	3.3	3.6	3.4	3.2	3.1	3.3	3.3	3.1	3.5	3.4
SD	1.0	1.1	0.9	1.5	1.1	1.4	1.2	1.2	1.1	0.9	1.1	1.0	0.7

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

Topic 4: Financial and Marketing Performance

Rate your firm on developing and using customer insights during the last 12 months.

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Poor	7	3	2	3	4	4	1	2	2	1	9	5	2
	7.7%	3.6%	4.0%	7.1%	6.8%	12.1%	3.0%	9.1%	4.3%	6.7%	7.4%	5.7%	3.4%
	2.6%	1.1%	0.8%	1.1%	1.9%	1.9%	0.5%	1.0%	1.0%	0.5%	3.4%	1.9%	0.7%
2=Fair	13	10	4	4	7	4	7	2	6	1	13	11	8
	14.3%	12.0%	8.0%	9.5%	11.9%	12.1%	21.2%	9.1%	12.8%	6.7%	10.7%	12.5%	13.8%
	4.9%	3.8%	1.5%	1.5%	3.3%	1.9%	3.3%	1.0%	2.9%	0.5%	4.9%	4.1%	3.0%
3=Average	27	27	13	16	21	9	11	10	10	4	41	29	15
	29.7%	32.5%	26.0%	38.1%	35.6%	27.3%	33.3%	45.5%	21.3%	26.7%	33.9%	33.0%	25.9%
	10.2%	10.2%	4.9%	6.0%	10.0%	4.3%	5.3%	4.8%	4.8%	1.9%	15.4%	10.9%	5.6%
								e	d				
4=Good	36	28	25	14	18	13	11	7	24	6	43	34	24
	39.6%	33.7%	50.0%	33.3%	30.5%	39.4%	33.3%	31.8%	51.1%	40.0%	35.5%	38.6%	41.4%
	13.5%	10.5%	9.4%	5.3%	8.6%	6.2%	5.3%	3.3%	11.5%	2.9%	16.1%	12.7%	9.0%
					e				a				
5=Excellent	8	15	6	5	9	3	3	1	5	3	15	9	9
	8.8%	18.1%	12.0%	11.9%	15.3%	9.1%	9.1%	4.5%	10.6%	20.0%	12.4%	10.2%	15.5%
	3.0%	5.6%	2.3%	1.9%	4.3%	1.4%	1.4%	0.5%	2.4%	1.4%	5.6%	3.4%	3.4%
Mean	3.3	3.5	3.6	3.3	3.4	3.2	3.2	3.1	3.5	3.6	3.3	3.4	3.5
SD	1.1	1.0	0.9	1.1	1.1	1.2	1.0	1.0	1.0	1.1	1.1	1.0	1.0

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

Topic 4: Financial and Marketing Performance

Rate your firm on sharing valuable marketing knowledge during the last 12 months.

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
5=Excellent	29	4	3	0	0	0	2	1	2	2	0	8	0
	10.8%	22.2%	15.8%	0.0%	0.0%	0.0%	5.1%	5.6%	8.7%	8.3%	0.0%	21.6%	0.0%
	10.8%	1.9%	1.4%	0.0%	0.0%	0.0%	0.9%	0.5%	0.9%	0.9%	0.0%	3.7%	0.0%
							k					f	
4=Good	113	6	10	1	2	4	14	6	11	8	4	16	5
	42.0%	33.3%	52.6%	33.3%	40.0%	57.1%	35.9%	33.3%	47.8%	33.3%	44.4%	43.2%	38.5%
	42.0%	2.8%	4.7%	0.5%	0.9%	1.9%	6.5%	2.8%	5.1%	3.7%	1.9%	7.4%	2.3%
3=Average	78	6	4	2	2	1	15	5	5	11	3	8	7
	29.0%	33.3%	21.1%	66.7%	40.0%	14.3%	38.5%	27.8%	21.7%	45.8%	33.3%	21.6%	53.8%
	29.0%	2.8%	1.9%	0.9%	0.9%	0.5%	7.0%	2.3%	2.3%	5.1%	1.4%	3.7%	3.3%
												l	k
2=Fair	31	1	2	0	1	0	5	4	4	1	1	2	1
	11.5%	5.6%	10.5%	0.0%	20.0%	0.0%	12.8%	22.2%	17.4%	4.2%	11.1%	5.4%	7.7%
	11.5%	0.5%	0.9%	0.0%	0.5%	0.0%	2.3%	1.9%	1.9%	0.5%	0.5%	0.9%	0.5%
1=Poor	18	1	0	0	0	2	3	2	1	2	1	3	0
	6.7%	5.6%	0.0%	0.0%	0.0%	28.6%	7.7%	11.1%	4.3%	8.3%	11.1%	8.1%	0.0%
	6.7%	0.5%	0.0%	0.0%	0.0%	0.9%	1.4%	0.9%	0.5%	0.9%	0.5%	1.4%	0.0%
			e				b						
Mean	3.4	3.6	3.7	3.3	3.2	3.0	3.2	3.0	3.4	3.3	3.1	3.6	3.3
SD	1.0	1.1	0.9	0.6	0.8	1.4	1.0	1.1	1.0	1.0	1.1	1.1	0.6
			fg				b	b					

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

Topic 4: Financial and Marketing Performance

Rate your firm on sharing valuable marketing knowledge during the last 12 months.

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
5=Excellent	6	12	6	4	10	3	4	4	2	0	11	10	7
	6.7%	14.6%	12.0%	9.5%	16.9%	9.1%	12.1%	19.0%	4.3%	0.0%	9.2%	11.5%	12.1%
	2.3%	4.5%	2.3%	1.5%	4.8%	1.4%	1.9%	1.9%	1.0%	0.0%	4.2%	3.8%	2.7%
					e				a				
4=Good	39	36	23	15	22	13	13	4	23	9	48	34	29
	43.3%	43.9%	46.0%	35.7%	37.3%	39.4%	39.4%	19.0%	48.9%	60.0%	40.3%	39.1%	50.0%
	14.8%	13.6%	8.7%	5.7%	10.6%	6.3%	6.3%	1.9%	11.1%	4.3%	18.2%	12.9%	11.0%
								ef	d	d			
3=Average	26	22	14	14	18	11	10	7	14	5	41	25	11
	28.9%	26.8%	28.0%	33.3%	30.5%	33.3%	30.3%	33.3%	29.8%	33.3%	34.5%	28.7%	19.0%
	9.8%	8.3%	5.3%	5.3%	8.7%	5.3%	4.8%	3.4%	6.7%	2.4%	15.5%	9.5%	4.2%
											c		a
2=Fair	11	7	6	6	6	3	5	3	4	1	11	12	7
	12.2%	8.5%	12.0%	14.3%	10.2%	9.1%	15.2%	14.3%	8.5%	6.7%	9.2%	13.8%	12.1%
	4.2%	2.7%	2.3%	2.3%	2.9%	1.4%	2.4%	1.4%	1.9%	0.5%	4.2%	4.5%	2.7%
1=Poor	8	5	1	3	3	3	1	3	4	0	8	6	4
	8.9%	6.1%	2.0%	7.1%	5.1%	9.1%	3.0%	14.3%	8.5%	0.0%	6.7%	6.9%	6.9%
	3.0%	1.9%	0.4%	1.1%	1.4%	1.4%	0.5%	1.4%	1.9%	0.0%	3.0%	2.3%	1.5%
Mean	3.3	3.5	3.5	3.3	3.5	3.3	3.4	3.1	3.3	3.5	3.4	3.3	3.5
SD	1.1	1.0	0.9	1.1	1.1	1.1	1.0	1.3	1.0	0.6	1.0	1.1	1.1

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

Topic 4: Financial and Marketing Performance

Rate your firm on marketing that is beneficial for society during the last 12 months.

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
5=Excellent	19	2	0	0	1	3	1	0	1	0	2	3	1
	8.3%	12.5%	0.0%	0.0%	20.0%	50.0%	3.2%	0.0%	5.0%	0.0%	22.2%	11.1%	7.7%
	8.3%	1.1%	0.0%	0.0%	0.6%	1.7%	0.6%	0.0%	0.6%	0.0%	1.1%	1.7%	0.6%
			E		i	BFGhIk	E	E	e	dEj	i	e	
4=Good	64	5	7	2	1	1	4	4	3	4	2	8	5
	27.8%	31.3%	46.7%	100.0%	20.0%	16.7%	12.9%	26.7%	15.0%	19.0%	22.2%	29.6%	38.5%
	27.8%	2.8%	3.9%	1.1%	0.6%	0.6%	2.2%	2.2%	1.7%	2.2%	1.1%	4.4%	2.8%
			fh	Fhi			bC		bc	c			
3=Average	85	3	6	0	3	1	11	8	8	12	1	13	5
	37.0%	18.8%	40.0%	0.0%	60.0%	16.7%	35.5%	53.3%	40.0%	57.1%	11.1%	48.1%	38.5%
	37.0%	1.7%	3.3%	0.0%	1.7%	0.6%	6.1%	4.4%	4.4%	6.7%	0.6%	7.2%	2.8%
		i								aj	i		
2=Fair	41	5	0	0	0	0	10	1	5	4	3	3	2
	17.8%	31.3%	0.0%	0.0%	0.0%	0.0%	32.3%	6.7%	25.0%	19.0%	33.3%	11.1%	15.4%
	17.8%	2.8%	0.0%	0.0%	0.0%	0.0%	5.6%	0.6%	2.8%	2.2%	1.7%	1.7%	1.1%
		b	afhj				b		b		b		
1=Poor	21	1	2	0	0	1	5	2	3	1	1	0	0
	9.1%	6.3%	13.3%	0.0%	0.0%	16.7%	16.1%	13.3%	15.0%	4.8%	11.1%	0.0%	0.0%
	9.1%	0.6%	1.1%	0.0%	0.0%	0.6%	2.8%	1.1%	1.7%	0.6%	0.6%	0.0%	0.0%
						k	k		k			efh	
Mean	3.1	3.1	3.2	4.0	3.6	3.8	2.5	2.9	2.7	2.9	3.1	3.4	3.4
SD	1.1	1.2	1.0	0.0	0.9	1.6	1.0	1.0	1.1	0.8	1.5	0.8	0.9
			f		f	f	bdeKl		k	k		Fhi	f

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

Topic 4: Financial and Marketing Performance

Rate your firm on marketing that is beneficial for society during the last 12 months.

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
5=Excellent	6	6	2	5	7	0	2	1	1	3	8	5	6
	7.9%	9.0%	4.5%	13.2%	14.6%	0.0%	6.9%	5.9%	2.5%	20.0%	8.4%	6.3%	11.5%
	2.7%	2.7%	0.9%	2.2%	4.0%	0.0%	1.2%	0.6%	0.6%	1.7%	3.5%	2.2%	2.7%
					f				f	be			
4=Good	15	18	13	15	15	9	2	3	10	4	27	21	14
	19.7%	26.9%	29.5%	39.5%	31.3%	37.5%	6.9%	17.6%	25.0%	26.7%	28.4%	26.6%	26.9%
	6.7%	8.0%	5.8%	6.7%	8.7%	5.2%	1.2%	1.7%	5.8%	2.3%	11.9%	9.3%	6.2%
	d			a	c	C	aB						
3=Average	26	31	15	12	13	10	12	7	18	7	30	30	23
	34.2%	46.3%	34.1%	31.6%	27.1%	41.7%	41.4%	41.2%	45.0%	46.7%	31.6%	38.0%	44.2%
	11.6%	13.8%	6.7%	5.3%	7.5%	5.8%	6.9%	4.0%	10.4%	4.0%	13.3%	13.3%	10.2%
2=Fair	18	9	9	4	10	2	8	5	7	1	17	17	7
	23.7%	13.4%	20.5%	10.5%	20.8%	8.3%	27.6%	29.4%	17.5%	6.7%	17.9%	21.5%	13.5%
	8.0%	4.0%	4.0%	1.8%	5.8%	1.2%	4.6%	2.9%	4.0%	0.6%	7.5%	7.5%	3.1%
1=Poor	11	3	5	2	3	3	5	1	4	0	13	6	2
	14.5%	4.5%	11.4%	5.3%	6.3%	12.5%	17.2%	5.9%	10.0%	0.0%	13.7%	7.6%	3.8%
	4.9%	1.3%	2.2%	0.9%	1.7%	1.7%	2.9%	0.6%	2.3%	0.0%	5.8%	2.7%	0.9%
	b	a											
Mean	2.8	3.2	3.0	3.4	3.3	3.0	2.6	2.9	2.9	3.6	3.0	3.0	3.3
SD	1.1	1.0	1.1	1.0	1.1	1.0	1.1	1.0	1.0	0.9	1.2	1.0	1.0
	bD	a	d	Ac	c		aF	f	f	Cde			

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

Topic 4: Financial and Marketing Performance

Rate your firm on minimizing the impact of marketing on the ecological environment during the last 12 months.

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
5=Excellent	18	0	0	0	1	1	1	2	1	1	0	5	0
	9.2%	0.0%	0.0%	0.0%	25.0%	20.0%	3.2%	14.3%	5.6%	7.1%	0.0%	20.8%	0.0%
	9.2%	0.0%	0.0%	0.0%	0.6%	0.6%	0.6%	1.3%	0.6%	0.6%	0.0%	3.2%	0.0%
		d			a		k					f	
4=Good	43	4	4	1	0	2	7	2	5	0	3	5	1
	21.9%	23.5%	36.4%	50.0%	0.0%	40.0%	22.6%	14.3%	27.8%	0.0%	37.5%	20.8%	12.5%
	21.9%	2.6%	2.6%	0.6%	0.0%	1.3%	4.5%	1.3%	3.2%	0.0%	1.9%	3.2%	0.6%
			i	i			i			i	i		
										bcehj			
3=Average	76	8	3	0	1	2	14	6	5	6	3	8	4
	38.8%	47.1%	27.3%	0.0%	25.0%	40.0%	45.2%	42.9%	27.8%	42.9%	37.5%	33.3%	50.0%
	38.8%	5.1%	1.9%	0.0%	0.6%	1.3%	9.0%	3.8%	3.2%	3.8%	1.9%	5.1%	2.6%
2=Fair	37	3	0	1	2	0	4	2	4	5	1	6	3
	18.9%	17.6%	0.0%	50.0%	50.0%	0.0%	12.9%	14.3%	22.2%	35.7%	12.5%	25.0%	37.5%
	18.9%	1.9%	0.0%	0.6%	1.3%	0.0%	2.6%	1.3%	2.6%	3.2%	0.6%	3.8%	1.9%
			cdil	b	b					b			b
1=Poor	22	2	4	0	0	0	5	2	3	2	1	0	0
	11.2%	11.8%	36.4%	0.0%	0.0%	0.0%	16.1%	14.3%	16.7%	14.3%	12.5%	0.0%	0.0%
	11.2%	1.3%	2.6%	0.0%	0.0%	0.0%	3.2%	1.3%	1.9%	1.3%	0.6%	0.0%	0.0%
			K				k		k	k		Bfh	
Mean	3.0	2.8	2.6	3.0	3.0	3.8	2.8	3.0	2.8	2.5	3.0	3.4	2.8
SD	1.1	1.0	1.4	1.4	1.4	0.8	1.1	1.2	1.2	1.0	1.1	1.1	0.7
						il				ek		i	e

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

Topic 4: Financial and Marketing Performance

Rate your firm on minimizing the impact of marketing on the ecological environment during the last 12 months.

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
5=Excellent	9	4	3	1	6	1	1	1	2	1	4	7	6
	13.0%	7.7%	7.3%	3.3%	14.0%	5.0%	3.8%	6.7%	5.3%	8.3%	4.9%	10.4%	14.0%
	4.7%	2.1%	1.6%	0.5%	3.9%	0.6%	0.6%	0.6%	1.3%	0.6%	2.1%	3.6%	3.1%
4=Good	14	12	7	8	8	7	3	4	9	3	19	12	12
	20.3%	23.1%	17.1%	26.7%	18.6%	35.0%	11.5%	26.7%	23.7%	25.0%	23.2%	17.9%	27.9%
	7.3%	6.3%	3.6%	4.2%	5.2%	4.5%	1.9%	2.6%	5.8%	1.9%	9.9%	6.3%	6.3%
3=Average	25	21	18	12	16	8	11	4	14	7	29	27	17
	36.2%	40.4%	43.9%	40.0%	37.2%	40.0%	42.3%	26.7%	36.8%	58.3%	35.4%	40.3%	39.5%
	13.0%	10.9%	9.4%	6.3%	10.4%	5.2%	7.1%	2.6%	9.1%	4.5%	15.1%	14.1%	8.9%
2=Fair	11	12	7	6	9	0	8	3	8	1	17	13	7
	15.9%	23.1%	17.1%	20.0%	20.9%	0.0%	30.8%	20.0%	21.1%	8.3%	20.7%	19.4%	16.3%
	5.7%	6.3%	3.6%	3.1%	5.8%	0.0%	5.2%	1.9%	5.2%	0.6%	8.9%	6.8%	3.6%
					b	aCde	B	b	b				
1=Poor	10	3	6	3	4	4	3	3	5	0	13	8	1
	14.5%	5.8%	14.6%	10.0%	9.3%	20.0%	11.5%	20.0%	13.2%	0.0%	15.9%	11.9%	2.3%
	5.2%	1.6%	3.1%	1.6%	2.6%	2.6%	1.9%	1.9%	3.2%	0.0%	6.8%	4.2%	0.5%
											c		a
Mean	3.0	3.0	2.9	2.9	3.1	3.1	2.7	2.8	2.9	3.3	2.8	3.0	3.3
SD	1.2	1.0	1.1	1.0	1.2	1.2	1.0	1.3	1.1	0.8	1.1	1.1	1.0
							f			c	C		A

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

Topic 5: Social Media

<u>What percent of your marketing budget...</u>

N=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
...do you currently spend	244	17	17	3	5	6	38	19	21	23	8	38	14
on social media?	6.6	5.4	10.7	0.7	4.2	10.8	4.4	4.4	10.1	4.7	6.6	8.7	5.1
	7.5	5.6	8.9	1.2	4.0	12.7	5.2	4.9	9.2	6.2	8.1	9.7	4.2
		b	aFgil				f	BeHk	bh	Fgi	bh		f	b
...will you spend in the	243	17	17	3	5	6	38	19	21	23	8	38	14
next 12 months?	9.1	8.1	13.5	0.7	5.4	13.5	6.1	6.7	13.5	6.6	8.8	10.2	10.1
	9.3	8.0	10.1	1.2	4.6	14.5	6.3	7.2	10.2	8.7	10.1	11.2	8.2
			cFgi	bh			f	BeHk	bh	cFgi	bh		f
...will you spend in five	242	17	17	3	5	6	38	19	21	22	8	38	14
years?	15.8	16.2	19.2	9.0	11.6	20.8	11.2	13.5	21.1	12.2	16.4	14.9	20.5
	12.8	11.2	10.3	6.6	10.7	19.9	9.6	10.8	11.5	11.1	14.8	14.6	14.1
			F				BHL	h	Fgi	h			F

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

Topic 5: Social Media

What percent of your marketing budget...

N=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
...do you currently spend on social media?	85 5.0 6.8 b	71 7.8 8.6 a	45 7.3 6.3	38 7.7 8.0	60 7.4 9.1	32 8.2 9.0	33 4.7 5.2	22 5.0 5.2	45 6.2 6.5	13 6.4 6.1	105 6.4 8.2	81 5.0 4.6 C	54 9.0 8.7 B
...will you spend in the next 12 months?	84 7.1 8.1 cd	71 9.8 10.7	45 10.4 8.2 a	38 10.7 10.1 a	60 10.4 10.8	32 10.6 10.5	33 6.9 7.2	22 6.4 6.2	45 7.9 8.1	13 9.1 8.5	105 8.6 10.0 c	80 7.3 6.3 C	54 12.1 10.7 aB
...will you spend in five years?	84 13.3 10.9 Cd	71 15.5 14.9	45 19.5 12.0 A	37 18.6 13.0 a	60 15.8 13.6	32 17.1 11.3	33 13.6 11.4	22 12.5 9.5	45 15.7 13.0	12 15.0 10.9	105 14.5 13.2	80 15.1 10.1	53 19.0 14.8

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

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

N=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
How many of people	248	17	19	3	5	7	39	19	23	23	9	37	13
does your firm employ	2.4	2.5	3.4	0.1	4.0	4.1	0.9	2.8	3.2	2.4	2.2	2.5	1.2
in-house to do social	3.9	2.7	2.9	0.1	6.2	5.6	1.0	4.9	6.1	2.4	2.1	5.0	1.0
media?													
		F	Fl		F	F	ABDEghIj	f	f	F	f		b
What percentage of	236	17	17	2	5	7	35	19	23	23	9	35	12
these social media	66.7	74.2	77.5	50.0	62.0	71.4	59.5	72.5	71.7	70.0	66.9	61.0	60.4
employees are within	44.2	40.9	39.4	70.7	52.2	48.8	48.3	42.9	43.3	46.5	49.6	43.9	44.5
marketing?													
How many of people	238	17	17	3	5	7	37	19	22	22	8	37	12
does your firm employ	1.3	3.6	1.4	0.0	3.2	1.6	0.6	0.7	1.4	1.1	0.1	0.7	0.8
from other companies to	2.7	4.1	3.1	0.0	5.1	3.7	1.3	1.5	3.2	1.7	0.4	1.2	1.6
perform social media													
activities?													
		FGijKl				Fk		AD	A		a	a	Ad	a

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

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

N=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
How many of people does your firm employ in-house to do social media?	87 1.6 2.9	72 2.5 4.0	47 2.9 3.4	37 3.6 5.9	61 1.4 2.1	34 1.3 1.4	33 2.2 5.0	21 2.1 2.9	46 3.1 2.8	13 8.4 8.8	109 1.9 3.5	83 2.7 4.5	50 2.8 3.0
	cd		a	a	EF	EF	F	F	ABF	ABCDE			
What percentage of these social media employees are within marketing?	82 61.6 46.2	68 66.4 45.0	46 82.2 35.3	35 59.6 46.5	58 61.4 47.1	33 68.1 43.6	30 80.0 38.5	21 55.3 48.3	45 71.4 42.6	12 65.6 46.1	104 62.6 45.6	78 68.3 44.3	48 71.5 42.4
	C	c	Abd	c				d	c				
How many of people does your firm employ from other companies to perform social media activities?	85 0.6 1.4	69 1.3 2.6	45 3.0 3.9	35 1.1 2.7	61 0.4 1.0	33 0.6 1.0	32 0.6 1.1	20 1.9 3.0	44 2.5 3.8	11 3.9 4.5	106 1.1 2.5	78 1.4 2.4	48 1.6 3.3
	bC	aC	ABd	c	DEF	dEF	dEF	Abc	ABC	ABC			

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

Topic 5: Social Media

How effectively is social media linked to your firm's marketing strategy?

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not At All Effectively	36	0	1	1	1	2	10	5	1	5	1	4	1
	14.1%	0.0%	5.3%	33.3%	20.0%	28.6%	25.0%	26.3%	4.3%	20.8%	11.1%	10.3%	7.1%
	14.1%	0.0%	0.5%	0.5%	0.5%	0.9%	4.6%	2.3%	0.5%	2.3%	0.5%	1.8%	0.5%
		cefg		a		a	ah	ah	fg				
2=	37	3	0	2	0	0	11	2	1	5	2	3	2
	14.5%	17.6%	0.0%	66.7%	0.0%	0.0%	27.5%	10.5%	4.3%	20.8%	22.2%	7.7%	14.3%
	14.5%	1.4%	0.0%	0.9%	0.0%	0.0%	5.0%	0.9%	0.5%	2.3%	0.9%	1.4%	0.9%
			Cfij	BegHK			c	bhk	c	Cf	b	b	Cf
3=	38	2	2	0	1	1	3	1	3	5	0	6	5
	14.8%	11.8%	10.5%	0.0%	20.0%	14.3%	7.5%	5.3%	13.0%	20.8%	0.0%	15.4%	35.7%
	14.8%	0.9%	0.9%	0.0%	0.5%	0.5%	1.4%	0.5%	1.4%	2.3%	0.0%	2.7%	2.3%
							l	l					fg
4=	32	1	5	0	0	0	4	2	5	0	3	6	3
	12.5%	5.9%	26.3%	0.0%	0.0%	0.0%	10.0%	10.5%	21.7%	0.0%	33.3%	15.4%	21.4%
	12.5%	0.5%	2.3%	0.0%	0.0%	0.0%	1.8%	0.9%	2.3%	0.0%	1.4%	2.7%	1.4%
			i						i	bhJkl	I	i	i
5=	61	5	6	0	2	2	8	3	8	6	3	11	2
	23.8%	29.4%	31.6%	0.0%	40.0%	28.6%	20.0%	15.8%	34.8%	25.0%	33.3%	28.2%	14.3%
	23.8%	2.3%	2.7%	0.0%	0.9%	0.9%	3.7%	1.4%	3.7%	2.7%	1.4%	5.0%	0.9%
6=	31	4	2	0	0	2	3	4	3	2	0	5	1
	12.1%	23.5%	10.5%	0.0%	0.0%	28.6%	7.5%	21.1%	13.0%	8.3%	0.0%	12.8%	7.1%
	12.1%	1.8%	0.9%	0.0%	0.0%	0.9%	1.4%	1.8%	1.4%	0.9%	0.0%	2.3%	0.5%
7=Very Effectively	21	2	3	0	1	0	1	2	2	1	0	4	0
	8.2%	11.8%	15.8%	0.0%	20.0%	0.0%	2.5%	10.5%	8.7%	4.2%	0.0%	10.3%	0.0%
	8.2%	0.9%	1.4%	0.0%	0.5%	0.0%	0.5%	0.9%	0.9%	0.5%	0.0%	1.8%	0.0%
Mean	3.9	4.6	4.7	1.7	4.2	3.9	3.1	3.8	4.5	3.3	3.6	4.2	3.4
SD	1.9	1.7	1.5	0.6	2.3	2.2	1.8	2.2	1.5	1.9	1.5	1.8	1.3
		CFil	CFll	ABHkl			ABHK		CFil	aBhk		cFi	abch

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Topic 5: Social Media

How effectively is social media linked to your firm's marketing strategy?

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not At All Effectively	21	7	4	3	9	7	3	5	7	0	22	8	6
	23.6%	9.2%	8.7%	7.5%	14.5%	20.6%	8.8%	23.8%	15.2%	0.0%	19.6%	9.8%	10.9%
	8.4%	2.8%	1.6%	1.2%	4.3%	3.3%	1.4%	2.4%	3.3%	0.0%	8.8%	3.2%	2.4%
	bcd	a	a	a									
2=	14	11	6	5	10	3	8	2	7	2	21	11	5
	15.7%	14.5%	13.0%	12.5%	16.1%	8.8%	23.5%	9.5%	15.2%	14.3%	18.8%	13.4%	9.1%
	5.6%	4.4%	2.4%	2.0%	4.7%	1.4%	3.8%	0.9%	3.3%	0.9%	8.4%	4.4%	2.0%
3=	13	14	3	8	10	4	4	4	5	1	15	17	5
	14.6%	18.4%	6.5%	20.0%	16.1%	11.8%	11.8%	19.0%	10.9%	7.1%	13.4%	20.7%	9.1%
	5.2%	5.6%	1.2%	3.2%	4.7%	1.9%	1.9%	1.9%	2.4%	0.5%	6.0%	6.8%	2.0%
4=	10	8	6	7	9	5	7	3	2	2	13	9	8
	11.2%	10.5%	13.0%	17.5%	14.5%	14.7%	20.6%	14.3%	4.3%	14.3%	11.6%	11.0%	14.5%
	4.0%	3.2%	2.4%	2.8%	4.3%	2.4%	3.3%	1.4%	0.9%	0.9%	5.2%	3.6%	3.2%
							e		c				
5=	19	19	12	10	10	7	10	3	14	6	21	21	18
	21.3%	25.0%	26.1%	25.0%	16.1%	20.6%	29.4%	14.3%	30.4%	42.9%	18.8%	25.6%	32.7%
	7.6%	7.6%	4.8%	4.0%	4.7%	3.3%	4.7%	1.4%	6.6%	2.8%	8.4%	8.4%	7.2%
					f					a	c		a
6=	8	9	8	5	8	5	1	4	5	3	11	10	9
	9.0%	11.8%	17.4%	12.5%	12.9%	14.7%	2.9%	19.0%	10.9%	21.4%	9.8%	12.2%	16.4%
	3.2%	3.6%	3.2%	2.0%	3.8%	2.4%	0.5%	1.9%	2.4%	1.4%	4.4%	4.0%	3.6%
							df	c		c			
7=Very Effectively	4	8	7	2	6	3	1	0	6	0	9	6	4
	4.5%	10.5%	15.2%	5.0%	9.7%	8.8%	2.9%	0.0%	13.0%	0.0%	8.0%	7.3%	7.3%
	1.6%	3.2%	2.8%	0.8%	2.8%	1.4%	0.5%	0.0%	2.8%	0.0%	3.6%	2.4%	1.6%
	c		a										
Mean	3.4	4.1	4.5	4.0	3.8	3.9	3.6	3.4	4.0	4.5	3.5	4.0	4.3
SD	1.9	1.8	1.9	1.6	1.9	2.0	1.6	1.9	2.0	1.3	1.9	1.7	1.7
	bC	a	A									c	A

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Topic 5: Social Media

Companies interact with customers across a range of purchasing and communication channels. How effectively does your company integrate customer information across purchasing, communication and social media channels?

N=410	Total	Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not At All Effectively	38	1	0	0	0	0	10	4	2	7	1	4	0
	15.0%	5.6%	0.0%	0.0%	0.0%	0.0%	25.0%	21.1%	8.7%	29.2%	11.1%	10.8%	0.0%
	15.0%	0.5%	0.0%	0.0%	0.0%	0.0%	4.6%	1.8%	0.9%	3.2%	0.5%	1.8%	0.0%
		fgi					b	b		bl			i
2=	46	1	3	2	0	0	12	4	6	4	3	1	5
	18.2%	5.6%	15.0%	66.7%	0.0%	0.0%	30.0%	21.1%	26.1%	16.7%	33.3%	2.7%	38.5%
	18.2%	0.5%	1.4%	0.9%	0.0%	0.0%	5.5%	1.8%	2.8%	1.8%	1.4%	0.5%	2.3%
		cfl		aK			aK	k	K		K	CFgHJL	aK
3=	48	5	2	1	2	2	4	3	3	7	2	5	4
	19.0%	27.8%	10.0%	33.3%	40.0%	33.3%	10.0%	15.8%	13.0%	29.2%	22.2%	13.5%	30.8%
	19.0%	2.3%	0.9%	0.5%	0.9%	0.9%	1.8%	1.4%	1.4%	3.2%	0.9%	2.3%	1.8%
4=	49	6	5	0	3	1	7	2	3	3	2	9	3
	19.4%	33.3%	25.0%	0.0%	60.0%	16.7%	17.5%	10.5%	13.0%	12.5%	22.2%	24.3%	23.1%
	19.4%	2.8%	2.3%	0.0%	1.4%	0.5%	3.2%	0.9%	1.4%	1.4%	0.9%	4.1%	1.4%
					fghi		d	d	d	d			
5=	48	4	6	0	0	3	7	3	5	1	1	13	1
	19.0%	22.2%	30.0%	0.0%	0.0%	50.0%	17.5%	15.8%	21.7%	4.2%	11.1%	35.1%	7.7%
	19.0%	1.8%	2.8%	0.0%	0.0%	1.4%	3.2%	1.4%	2.3%	0.5%	0.5%	6.0%	0.5%
			i			I				bEK			I
6=	18	1	3	0	0	0	0	3	2	2	0	3	0
	7.1%	5.6%	15.0%	0.0%	0.0%	0.0%	0.0%	15.8%	8.7%	8.3%	0.0%	8.1%	0.0%
	7.1%	0.5%	1.4%	0.0%	0.0%	0.0%	0.0%	1.4%	0.9%	0.9%	0.0%	1.4%	0.0%
			f				bg	f					
7=Very Effectively	6	0	1	0	0	0	0	0	2	0	0	2	0
	2.4%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.7%	0.0%	0.0%	5.4%	0.0%
	2.4%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.9%	0.0%
Mean	3.4	3.8	4.4	2.3	3.6	4.2	2.7	3.3	3.7	2.7	2.9	4.2	3.0
SD	1.6	1.2	1.4	0.6	0.5	1.0	1.5	1.8	1.8	1.5	1.3	1.6	1.0
		fi	cFgIjL	bde	c	cfil	aBehK	b	fi	aBehK	bk	FIjl	Bek

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	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not At All Effectively	19	7	5	5	8	10	2	3	4	0	23	9	6
	21.6%	9.5%	10.4%	13.2%	13.1%	29.4%	5.9%	13.6%	8.7%	0.0%	20.9%	10.7%	11.3%
	7.7%	2.8%	2.0%	2.0%	3.8%	4.7%	0.9%	1.4%	1.9%	0.0%	9.3%	3.6%	2.4%
	b	a				cef	b		b	b			
2=	20	13	5	8	8	7	6	6	11	3	18	20	8
	22.7%	17.6%	10.4%	21.1%	13.1%	20.6%	17.6%	27.3%	23.9%	21.4%	16.4%	23.8%	15.1%
	8.1%	5.2%	2.0%	3.2%	3.8%	3.3%	2.8%	2.8%	5.2%	1.4%	7.3%	8.1%	3.2%
3=	15	15	9	8	13	4	5	4	12	2	20	17	11
	17.0%	20.3%	18.8%	21.1%	21.3%	11.8%	14.7%	18.2%	26.1%	14.3%	18.2%	20.2%	20.8%
	6.0%	6.0%	3.6%	3.2%	6.2%	1.9%	2.4%	1.9%	5.7%	0.9%	8.1%	6.9%	4.5%
4=	14	15	12	7	15	4	10	3	8	3	19	17	10
	15.9%	20.3%	25.0%	18.4%	24.6%	11.8%	29.4%	13.6%	17.4%	21.4%	17.3%	20.2%	18.9%
	5.6%	6.0%	4.8%	2.8%	7.1%	1.9%	4.7%	1.4%	3.8%	1.4%	7.7%	6.9%	4.0%
5=	15	19	9	5	12	5	10	2	8	4	24	13	11
	17.0%	25.7%	18.8%	13.2%	19.7%	14.7%	29.4%	9.1%	17.4%	28.6%	21.8%	15.5%	20.8%
	6.0%	7.7%	3.6%	2.0%	5.7%	2.4%	4.7%	0.9%	3.8%	1.9%	9.7%	5.3%	4.5%
6=	3	2	7	5	3	4	0	4	1	2	3	7	5
	3.4%	2.7%	14.6%	13.2%	4.9%	11.8%	0.0%	18.2%	2.2%	14.3%	2.7%	8.3%	9.4%
	1.2%	0.8%	2.8%	2.0%	1.4%	1.9%	0.0%	1.9%	0.5%	0.9%	1.2%	2.8%	2.0%
	cd	cd	ab	ab		c	bdf	ce	d	c			
7=Very Effectively	2	3	1	0	2	0	1	0	2	0	3	1	2
	2.3%	4.1%	2.1%	0.0%	3.3%	0.0%	2.9%	0.0%	4.3%	0.0%	2.7%	1.2%	3.8%
	0.8%	1.2%	0.4%	0.0%	0.9%	0.0%	0.5%	0.0%	0.9%	0.0%	1.2%	0.4%	0.8%
Mean	3.0	3.6	3.8	3.4	3.5	3.0	3.7	3.3	3.3	4.0	3.2	3.4	3.7
SD	1.6	1.5	1.6	1.6	1.6	1.8	1.4	1.7	1.5	1.4	1.6	1.5	1.6
	bC	a	A										

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

Topic 5: Social Media

Which best describes how you show the impact of social media on your business?

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=We have proven the impact quantitatively	38	7	5	0	1	1	3	2	3	1	2	8	0
	15.0%	38.9%	25.0%	0.0%	20.0%	16.7%	7.7%	10.5%	13.0%	4.3%	22.2%	21.6%	0.0%
	15.0%	3.3%	2.3%	0.0%	0.5%	0.5%	1.4%	0.9%	1.4%	0.5%	0.9%	3.7%	0.0%
		FIl					A			A			a
2=We have a good qualitative sense of the impact, but not a quantitative impact	91	7	11	1	2	2	12	6	14	9	1	10	1
	35.8%	38.9%	55.0%	33.3%	40.0%	33.3%	30.8%	31.6%	60.9%	39.1%	11.1%	27.0%	7.7%
	35.8%	3.3%	5.1%	0.5%	0.9%	0.9%	5.6%	2.8%	6.5%	4.2%	0.5%	4.7%	0.5%
			jkL				h		fjkL		bh	bh	BH
3=We haven't been able to show the impact yet	125	4	4	2	2	3	24	11	6	13	6	19	12
	49.2%	22.2%	20.0%	66.7%	40.0%	50.0%	61.5%	57.9%	26.1%	56.5%	66.7%	51.4%	92.3%
	49.2%	1.9%	1.9%	0.9%	0.9%	1.4%	11.2%	5.1%	2.8%	6.0%	2.8%	8.8%	5.6%
		FgijkL	FgijkL		l		ABHl	abhl	FgijL	abhl	abh	abl	ABdfgHik
Mean	2.3	1.8	2.0	2.7	2.2	2.3	2.5	2.5	2.1	2.5	2.4	2.3	2.9
SD	0.7	0.8	0.7	0.6	0.8	0.8	0.6	0.7	0.6	0.6	0.9	0.8	0.3
		FgIkL	FgIL		l	l	ABhl	abl	fiL	ABhl		aL	ABdefgHiK

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

Topic 5: Social Media

Which best describes how you show the impact of social media on your business?

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=We have proven the impact quantitatively	11	9	10	7	11	6	5	2	7	2	8	8	19
	12.6%	12.2%	20.8%	17.5%	18.0%	18.2%	14.7%	9.1%	15.2%	14.3%	7.4%	9.4%	34.5%
	4.4%	3.6%	4.0%	2.8%	5.2%	2.9%	2.4%	1.0%	3.3%	1.0%	3.2%	3.2%	7.7%
											C	C	AB
2=We have a good qualitative sense of the impact, but not a quantitative impact	23	30	22	15	18	11	12	9	17	8	32	38	19
	26.4%	40.5%	45.8%	37.5%	29.5%	33.3%	35.3%	40.9%	37.0%	57.1%	29.6%	44.7%	34.5%
	9.2%	12.0%	8.8%	6.0%	8.6%	5.2%	5.7%	4.3%	8.1%	3.8%	12.9%	15.3%	7.7%
	c		a								b	a	
3=We haven't been able to show the impact yet	53	35	16	18	32	16	17	11	22	4	68	39	17
	60.9%	47.3%	33.3%	45.0%	52.5%	48.5%	50.0%	50.0%	47.8%	28.6%	63.0%	45.9%	30.9%
	21.3%	14.1%	6.4%	7.2%	15.2%	7.6%	8.1%	5.2%	10.5%	1.9%	27.4%	15.7%	6.9%
	C		A								bC	a	A
Mean	2.5	2.4	2.1	2.3	2.3	2.3	2.4	2.4	2.3	2.1	2.6	2.4	2.0
SD	0.7	0.7	0.7	0.8	0.8	0.8	0.7	0.7	0.7	0.7	0.6	0.7	0.8
	C		A								bC	aC	AB

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

Topic 5: Social Media

Does your company use customer behavior data collected online for targeting purposes?

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
												Industry Sector	
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Yes	113	10	13	1	4	2	9	8	11	10	4	14	6
	40.5%	62.5%	65.0%	33.3%	80.0%	28.6%	22.0%	42.1%	47.8%	41.7%	44.4%	36.8%	42.9%
	40.5%	4.6%	5.9%	0.5%	1.8%	0.9%	4.1%	3.7%	5.0%	4.6%	1.8%	6.4%	2.7%
		F	Fk		F		ABDh		f				b
No	166	6	7	2	1	5	32	11	12	14	5	24	8
	59.5%	37.5%	35.0%	66.7%	20.0%	71.4%	78.0%	57.9%	52.2%	58.3%	55.6%	63.2%	57.1%
	59.5%	2.7%	3.2%	0.9%	0.5%	2.3%	14.6%	5.0%	5.5%	6.4%	2.3%	11.0%	3.7%
		F	Fk		F		ABDh		f				b

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

Topic 5: Social Media

Does your company use customer behavior data collected online for targeting purposes?

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Yes	31	29	29	23	16	12	18	8	27	9	36	39	34
	33.3%	33.7%	56.9%	53.5%	26.2%	35.3%	52.9%	38.1%	58.7%	60.0%	30.0%	42.4%	55.7%
	11.4%	10.6%	10.6%	8.4%	7.6%	5.7%	8.5%	3.8%	12.8%	4.3%	13.2%	14.3%	12.5%
	Cd	Cd	AB	ab	cEf	e	a		Ab	a	C		A
No	62	57	22	20	45	22	16	13	19	6	84	53	27
	66.7%	66.3%	43.1%	46.5%	73.8%	64.7%	47.1%	61.9%	41.3%	40.0%	70.0%	57.6%	44.3%
	22.7%	20.9%	8.1%	7.3%	21.3%	10.4%	7.6%	6.2%	9.0%	2.8%	30.8%	19.4%	9.9%
	Cd	Cd	AB	ab	cEf	e	a		Ab	a	C		A

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

Topic 5: Social Media

Is your company's use of such data increasing, decreasing, or staying the same over time?

N=113	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	113	10	13	1	4	2	9	8	11	10	4	14	6
	100.0%	10.9%	14.1%	1.1%	4.3%	2.2%	9.8%	8.7%	12.0%	10.9%	4.3%	15.2%	6.5%
	100.0%	10.9%	14.1%	1.1%	4.3%	2.2%	9.8%	8.7%	12.0%	10.9%	4.3%	15.2%	6.5%
+1=Increasing	100	8	11	0	4	2	7	8	11	10	3	12	5
	88.5%	80.0%	84.6%	0.0%	100.0%	100.0%	77.8%	100.0%	100.0%	100.0%	75.0%	85.7%	83.3%
	88.5%	8.7%	12.0%	0.0%	4.3%	2.2%	7.6%	8.7%	12.0%	10.9%	3.3%	13.0%	5.4%
				gHI					c	C	C		
0=About the same	13	2	2	1	0	0	2	0	0	0	1	2	1
	11.5%	20.0%	15.4%	100.0%	0.0%	0.0%	22.2%	0.0%	0.0%	0.0%	25.0%	14.3%	16.7%
	11.5%	2.2%	2.2%	1.1%	0.0%	0.0%	2.2%	0.0%	0.0%	0.0%	1.1%	2.2%	1.1%
				gHI					c	C	C		
-1=Decreasing	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%
	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%
Mean	0.9	0.8	0.8	0.0	1.0	1.0	0.8	1.0	1.0	1.0	0.8	0.9	0.8
SD	0.3	0.4	0.4	0.0	0.0	0.0	0.4	0.0	0.0	0.0	0.5	0.4	0.4

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

Topic 5: Social Media

Is your company's use of such data increasing, decreasing, or staying the same over time?

N=113

	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	31	29	29	23	16	12	18	8	27	9	36	39	34
	27.7%	25.9%	25.9%	20.5%	17.8%	13.3%	20.0%	8.9%	30.0%	10.0%	33.0%	35.8%	31.2%
	27.7%	25.9%	25.9%	20.5%	17.8%	13.3%	20.0%	8.9%	30.0%	10.0%	33.0%	35.8%	31.2%
+1=Increasing	27	27	25	20	14	11	15	7	25	8	34	34	28
	87.1%	93.1%	86.2%	87.0%	87.5%	91.7%	83.3%	87.5%	92.6%	88.9%	94.4%	87.2%	82.4%
	24.1%	24.1%	22.3%	17.9%	15.6%	12.2%	16.7%	7.8%	27.8%	8.9%	31.2%	31.2%	25.7%
0=About the same	4	2	4	3	2	1	3	1	2	1	2	5	6
	12.9%	6.9%	13.8%	13.0%	12.5%	8.3%	16.7%	12.5%	7.4%	11.1%	5.6%	12.8%	17.6%
	3.6%	1.8%	3.6%	2.7%	2.2%	1.1%	3.3%	1.1%	2.2%	1.1%	1.8%	4.6%	5.5%
-1=Decreasing	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%
	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%
Mean	0.9	0.9	0.9	0.9	0.9	0.9	0.8	0.9	0.9	0.9	0.9	0.9	0.8
SD	0.3	0.3	0.4	0.3	0.3	0.3	0.4	0.4	0.3	0.3	0.2	0.3	0.4

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

Topic 5: Social Media

How worried are you that this use of online customer data could raise questions about privacy?

N=113

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	113	10	13	1	4	2	9	8	11	10	4	14	6
	100.0%	10.9%	14.1%	1.1%	4.3%	2.2%	9.8%	8.7%	12.0%	10.9%	4.3%	15.2%	6.5%
	100.0%	10.9%	14.1%	1.1%	4.3%	2.2%	9.8%	8.7%	12.0%	10.9%	4.3%	15.2%	6.5%
1=Not At All Worried	18	1	1	1	1	0	2	2	3	0	0	5	0
	15.9%	10.0%	7.7%	100.0%	25.0%	0.0%	22.2%	25.0%	27.3%	0.0%	0.0%	35.7%	0.0%
	15.9%	1.1%	1.1%	1.1%	1.1%	0.0%	2.2%	2.2%	3.3%	0.0%	0.0%	5.4%	0.0%
			c	bIl						Ck		i	c
2=	22	1	4	0	0	0	0	2	4	1	1	3	2
	19.5%	10.0%	30.8%	0.0%	0.0%	0.0%	0.0%	25.0%	36.4%	10.0%	25.0%	21.4%	33.3%
	19.5%	1.1%	4.3%	0.0%	0.0%	0.0%	0.0%	2.2%	4.3%	1.1%	1.1%	3.3%	2.2%
3=	16	1	1	0	2	0	3	0	1	2	1	1	1
	14.2%	10.0%	7.7%	0.0%	50.0%	0.0%	33.3%	0.0%	9.1%	20.0%	25.0%	7.1%	16.7%
	14.2%	1.1%	1.1%	0.0%	2.2%	0.0%	3.3%	0.0%	1.1%	2.2%	1.1%	1.1%	1.1%
4=	17	5	2	0	0	0	1	0	0	2	0	2	2
	15.0%	50.0%	15.4%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	20.0%	0.0%	14.3%	33.3%
	15.0%	5.4%	2.2%	0.0%	0.0%	0.0%	1.1%	0.0%	0.0%	2.2%	0.0%	2.2%	2.2%
		gh							a	a			
5=	21	1	1	0	0	2	3	3	1	3	1	1	1
	18.6%	10.0%	7.7%	0.0%	0.0%	100.0%	33.3%	37.5%	9.1%	30.0%	25.0%	7.1%	16.7%
	18.6%	1.1%	1.1%	0.0%	0.0%	2.2%	3.3%	3.3%	1.1%	3.3%	1.1%	1.1%	1.1%
		e	E			aBhK				e			E
6=	15	1	2	0	1	0	0	1	2	2	1	1	0
	13.3%	10.0%	15.4%	0.0%	25.0%	0.0%	0.0%	12.5%	18.2%	20.0%	25.0%	7.1%	0.0%
	13.3%	1.1%	2.2%	0.0%	1.1%	0.0%	0.0%	1.1%	2.2%	2.2%	1.1%	1.1%	0.0%
7=Very Worried	4	0	2	0	0	0	0	0	0	0	0	1	0
	3.5%	0.0%	15.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.1%	0.0%
	3.5%	0.0%	2.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	1.1%	0.0%
Mean	3.5	3.7	3.9	1.0	3.3	5.0	3.3	3.4	2.8	4.3	4.0	2.9	3.3
SD	1.8	1.4	2.1	0.0	2.1	0.0	1.6	2.1	1.9	1.3	1.8	2.0	1.2

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

Topic 5: Social Media

How worried are you that this use of online customer data could raise questions about privacy?

N=113	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	31	29	29	23	16	12	18	8	27	9	36	39	34
	27.7%	25.9%	25.9%	20.5%	17.8%	13.3%	20.0%	8.9%	30.0%	10.0%	33.0%	35.8%	31.2%
	27.7%	25.9%	25.9%	20.5%	17.8%	13.3%	20.0%	8.9%	30.0%	10.0%	33.0%	35.8%	31.2%
1=Not At All Worried	8	7	2	0	3	2	3	0	5	3	9	7	2
	25.8%	24.1%	6.9%	0.0%	18.8%	16.7%	16.7%	0.0%	18.5%	33.3%	25.0%	17.9%	5.9%
	7.1%	6.3%	1.8%	0.0%	3.3%	2.2%	3.3%	0.0%	5.6%	3.3%	8.3%	6.4%	1.8%
	d	d		ab							c		a
2=	5	5	8	4	3	3	4	2	6	1	8	6	5
	16.1%	17.2%	27.6%	17.4%	18.8%	25.0%	22.2%	25.0%	22.2%	11.1%	22.2%	15.4%	14.7%
	4.5%	4.5%	7.1%	3.6%	3.3%	3.3%	4.4%	2.2%	6.7%	1.1%	7.3%	5.5%	4.6%
3=	5	4	4	3	1	3	3	1	4	1	4	7	5
	16.1%	13.8%	13.8%	13.0%	6.3%	25.0%	16.7%	12.5%	14.8%	11.1%	11.1%	17.9%	14.7%
	4.5%	3.6%	3.6%	2.7%	1.1%	3.3%	3.3%	1.1%	4.4%	1.1%	3.7%	6.4%	4.6%
4=	5	1	7	4	1	4	2	2	3	1	4	6	7
	16.1%	3.4%	24.1%	17.4%	6.3%	33.3%	11.1%	25.0%	11.1%	11.1%	11.1%	15.4%	20.6%
	4.5%	0.9%	6.3%	3.6%	1.1%	4.4%	2.2%	2.2%	3.3%	1.1%	3.7%	5.5%	6.4%
		c	b										
5=	5	6	4	6	3	0	6	1	4	2	6	9	6
	16.1%	20.7%	13.8%	26.1%	18.8%	0.0%	33.3%	12.5%	14.8%	22.2%	16.7%	23.1%	17.6%
	4.5%	5.4%	3.6%	5.4%	3.3%	0.0%	6.7%	1.1%	4.4%	2.2%	5.5%	8.3%	5.5%
							c	b					
6=	3	4	4	4	3	0	0	2	4	1	3	4	7
	9.7%	13.8%	13.8%	17.4%	18.8%	0.0%	0.0%	25.0%	14.8%	11.1%	8.3%	10.3%	20.6%
	2.7%	3.6%	3.6%	3.6%	3.3%	0.0%	0.0%	2.2%	4.4%	1.1%	2.8%	3.7%	6.4%
								d	c				
7=Very Worried	0	2	0	2	2	0	0	0	1	0	2	0	2
	0.0%	6.9%	0.0%	8.7%	12.5%	0.0%	0.0%	0.0%	3.7%	0.0%	5.6%	0.0%	5.9%
	0.0%	1.8%	0.0%	1.8%	2.2%	0.0%	0.0%	0.0%	1.1%	0.0%	1.8%	0.0%	1.8%
Mean	3.1	3.5	3.5	4.4	3.9	2.8	3.2	4.0	3.4	3.1	3.2	3.4	4.1
SD	1.7	2.1	1.5	1.6	2.2	1.1	1.6	1.6	1.9	2.0	1.9	1.7	1.7
	D			A								c	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=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Percent change	215	17	17	3	5	7	39	18	22	22	9	37	14
	5.5	9.3	0.9	1.7	2.0	7.0	5.1	7.2	6.2	4.0	1.3	8.2	5.4
	14.3	17.7	11.4	2.9	2.7	19.0	12.6	16.7	22.2	10.9	2.7	15.2	8.1

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=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Percent change	73	65	39	34	62	33	32	20	46	12	96	74	42
	7.2	4.3	5.2	2.9	8.9	4.4	7.2	5.8	1.0	4.3	6.9	4.5	5.4
	16.0	10.3	18.1	9.6	18.7	15.4	12.4	12.6	7.1	15.0	14.9	13.9	12.0
					E		E		AC				

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=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Percent change	211	16	16	3	5	7	39	17	22	22	8	37	14
	2.6	3.8	3.3	0.0	0.0	1.9	2.4	2.5	4.5	-0.7	4.1	3.4	1.1
	7.2	7.9	6.2	0.0	7.1	8.5	6.3	8.3	8.2	5.5	7.3	8.9	2.9
		i	i							i abh			

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=410 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 Percent	134 33.6%	126 31.6%	75 18.8%	64 16.0%	62 29.0%	34 15.9%	34 15.9%	22 10.3%	47 22.0%	15 7.0%	137 44.1%	106 34.1%	68 21.9%
Percent change	73 3.1 7.4	64 2.9 8.2	37 2.0 6.3	33 2.1 5.4	61 3.6 7.7	31 2.3 6.1	31 2.4 8.0	20 5.9 8.2 ef	46 1.3 6.3 d	12 -0.4 8.5 d	96 2.9 7.4	71 2.5 7.4	41 2.1 7.0

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

Topic 7: Marketing Organization

Number of employees

N=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
How many employees	212	17	15	3	5	7	40	19	22	22	7	36	14
does your firm have?	7780	9653	3091	802	6764	20207	6596	9994	11695	10578	4814	2236	13237
	23613	29810	5030	1297	7286	46091	21419	28799	31746	26556	7484	7872	33738
						k						e	
How many marketing	208	15	14	3	4	7	40	19	23	22	7	36	13
(non-sales) employees	90	237	49	25	12	99	77	80	234	79	85	16	43
are in your firm?	333	764	60	33	16	200	225	227	662	163	149	40	108
			k			k				k	k	beij	

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

Topic 7: Marketing Organization

Number of employees

N=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
How many employees	72	63	39	33	59	32	32	20	45	15	94	74	41
does your firm have?	6440	6567	5995	15645	261	237	1093	2120	8763	68367	3518	11229	11815
	21661	20184	19853	35926	1316	230	1141	2167	8697	51890	13733	27333	32470
					CDEF	CDEF	ABdEF	ABcEF	ABCDF	ABCDE	bc	a	a
How many marketing	73	62	37	31	60	31	32	20	43	13	93	73	39
(non-sales) employees	69	105	129	76	5	9	18	33	135	830	30	131	162
are in your firm?	194	414	490	191	10	9	20	47	222	1032	76	405	513
					CDEF	cDEF	AbEF	ABeF	ABCdF	ABCDE	bc	a	a

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

Topic 7: Marketing Organization

Companies are generally organized by product/service groups or by customer groups. Which organizational structure is most common in your company?

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Product/service groups	157	16	13	2	3	5	28	8	21	16	7	23	10
	71.4%	88.9%	68.4%	66.7%	60.0%	71.4%	70.0%	44.4%	91.3%	69.6%	87.5%	60.5%	83.3%
	71.4%	7.5%	6.1%	0.9%	1.4%	2.3%	13.1%	3.7%	9.8%	7.5%	3.3%	10.7%	4.7%
		Gk						AHl	Gk			ah	g
Customer groups	63	2	6	1	2	2	12	10	2	7	1	15	2
	28.6%	11.1%	31.6%	33.3%	40.0%	28.6%	30.0%	55.6%	8.7%	30.4%	12.5%	39.5%	16.7%
	28.6%	0.9%	2.8%	0.5%	0.9%	0.9%	5.6%	4.7%	0.9%	3.3%	0.5%	7.0%	0.9%
		Gk						AHl	Gk			ah	g

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

Topic 7: Marketing Organization

Companies are generally organized by product/service groups or by customer groups. Which organizational structure is most common in your company?

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Product/service groups	53	42	34	25	43	26	26	12	33	11	65	55	33
	70.7%	62.7%	82.9%	75.8%	69.4%	78.8%	78.8%	60.0%	70.2%	78.6%	67.0%	73.3%	75.0%
	24.5%	19.4%	15.7%	11.6%	20.6%	12.4%	12.4%	5.7%	15.8%	5.3%	30.1%	25.5%	15.3%
			c	b									
Customer groups	22	25	7	8	19	7	7	8	14	3	32	20	11
	29.3%	37.3%	17.1%	24.2%	30.6%	21.2%	21.2%	40.0%	29.8%	21.4%	33.0%	26.7%	25.0%
	10.2%	11.6%	3.2%	3.7%	9.1%	3.3%	3.3%	3.8%	6.7%	1.4%	14.8%	9.3%	5.1%
			c	b									

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

Topic 7: Marketing Organization

Rate the extent to which your firm engages in: Is collected on a regular basis

N=410

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not at all	8	0	1	0	0	0	1	0	2	0	0	4	0
	3.7%	0.0%	5.3%	0.0%	0.0%	0.0%	2.4%	0.0%	9.5%	0.0%	0.0%	10.5%	0.0%
	3.7%	0.0%	0.5%	0.0%	0.0%	0.0%	0.5%	0.0%	0.9%	0.0%	0.0%	1.9%	0.0%
2=	11	1	1	0	0	0	0	1	0	1	3	3	1
	5.0%	5.9%	5.3%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	4.3%	33.3%	7.9%	7.1%
	5.0%	0.5%	0.5%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.5%	1.4%	1.4%	0.5%
							J			J	j	FHik	j
3=	19	1	2	1	1	1	8	1	1	1	0	2	0
	8.7%	5.9%	10.5%	33.3%	20.0%	16.7%	19.5%	5.3%	4.8%	4.3%	0.0%	5.3%	0.0%
	8.7%	0.5%	0.9%	0.5%	0.5%	0.5%	3.7%	0.5%	0.5%	0.5%	0.0%	0.9%	0.0%
				l									c
4=	37	0	2	1	1	0	6	6	4	5	2	7	2
	16.9%	0.0%	10.5%	33.3%	20.0%	0.0%	14.6%	31.6%	19.0%	21.7%	22.2%	18.4%	14.3%
	16.9%	0.0%	0.9%	0.5%	0.5%	0.0%	2.8%	2.8%	1.9%	2.3%	0.9%	3.3%	0.9%
		cgi		a					a		a		
5=	47	4	3	0	1	0	10	2	5	5	1	12	3
	21.5%	23.5%	15.8%	0.0%	20.0%	0.0%	24.4%	10.5%	23.8%	21.7%	11.1%	31.6%	21.4%
	21.5%	1.9%	1.4%	0.0%	0.5%	0.0%	4.7%	0.9%	2.3%	2.3%	0.5%	5.6%	1.4%
6=	40	4	2	0	0	3	12	4	2	5	0	3	5
	18.3%	23.5%	10.5%	0.0%	0.0%	50.0%	29.3%	21.1%	9.5%	21.7%	0.0%	7.9%	35.7%
	18.3%	1.9%	0.9%	0.0%	0.0%	1.4%	5.6%	1.9%	0.9%	2.3%	0.0%	1.4%	2.3%
			e			bhjK	k		e		e	Efl	k
7=All the time	57	7	8	1	2	2	4	5	7	6	3	7	3
	26.0%	41.2%	42.1%	33.3%	40.0%	33.3%	9.8%	26.3%	33.3%	26.1%	33.3%	18.4%	21.4%
	26.0%	3.3%	3.7%	0.5%	0.9%	0.9%	1.9%	2.3%	3.3%	2.8%	1.4%	3.3%	1.4%
		F	F				ABh			f			
Mean	5.1	5.8	5.3	4.7	5.2	5.8	4.9	5.2	5.1	5.3	4.4	4.5	5.4
SD	1.7	1.5	1.9	2.1	1.8	1.5	1.4	1.5	1.9	1.4	2.2	1.9	1.4
		fk					a						a

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

Topic 7: Marketing Organization

Rate the extent to which your firm engages in: Is collected on a regular basis

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not at all	3	5	0	0	5	2	0	0	0	0	5	1	2
	4.2%	7.5%	0.0%	0.0%	8.3%	5.9%	0.0%	0.0%	0.0%	0.0%	5.3%	1.3%	4.8%
	1.4%	2.3%	0.0%	0.0%	2.4%	1.0%	0.0%	0.0%	0.0%	0.0%	2.3%	0.5%	0.9%
					e				a				
2=	0	4	1	5	5	2	1	1	2	0	3	4	4
	0.0%	6.0%	2.4%	14.3%	8.3%	5.9%	3.0%	4.5%	4.3%	0.0%	3.2%	5.2%	9.5%
	0.0%	1.9%	0.5%	2.3%	2.4%	1.0%	0.5%	0.5%	1.0%	0.0%	1.4%	1.9%	1.9%
	bD	a		A									
3=	9	5	2	2	6	7	3	3	0	0	10	8	1
	12.7%	7.5%	4.9%	5.7%	10.0%	20.6%	9.1%	13.6%	0.0%	0.0%	10.5%	10.4%	2.4%
	4.2%	2.3%	0.9%	0.9%	2.9%	3.3%	1.4%	1.4%	0.0%	0.0%	4.7%	3.7%	0.5%
					e	E	e	e	aBcd				
4=	8	12	7	9	13	5	4	4	7	1	14	13	9
	11.3%	17.9%	17.1%	25.7%	21.7%	14.7%	12.1%	18.2%	15.2%	7.1%	14.7%	16.9%	21.4%
	3.7%	5.6%	3.3%	4.2%	6.2%	2.4%	1.9%	1.9%	3.3%	0.5%	6.5%	6.1%	4.2%
5=	18	17	5	7	12	12	7	6	4	3	23	15	7
	25.4%	25.4%	12.2%	20.0%	20.0%	35.3%	21.2%	27.3%	8.7%	21.4%	24.2%	19.5%	16.7%
	8.4%	7.9%	2.3%	3.3%	5.7%	5.7%	3.3%	2.9%	1.9%	1.4%	10.7%	7.0%	3.3%
						E			e	Bd			
6=	18	8	8	5	7	2	14	3	10	3	20	14	6
	25.4%	11.9%	19.5%	14.3%	11.7%	5.9%	42.4%	13.6%	21.7%	21.4%	21.1%	18.2%	14.3%
	8.4%	3.7%	3.7%	2.3%	3.3%	1.0%	6.7%	1.4%	4.8%	1.4%	9.3%	6.5%	2.8%
	b	a			C	C	ABd		c				
7=All the time	15	16	18	7	12	4	4	5	23	7	20	22	13
	21.1%	23.9%	43.9%	20.0%	20.0%	11.8%	12.1%	22.7%	50.0%	50.0%	21.1%	28.6%	31.0%
	7.0%	7.5%	8.4%	3.3%	5.7%	1.9%	1.9%	2.4%	11.0%	3.3%	9.3%	10.3%	6.1%
	c	c	abd	c	Ef	EF	EF	e	ABCd	aBC			
Mean	5.1	4.8	5.7	4.7	4.5	4.3	5.3	5.0	5.9	6.1	5.0	5.2	5.0
SD	1.6	1.8	1.4	1.7	1.9	1.6	1.3	1.5	1.4	1.0	1.7	1.6	1.8
	c	C	aBD	C	cEF	CEF	aBef	ef	ABcd	ABcd			

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

Topic 7: Marketing Organization

Rate the extent to which your firm engages in: Is shared vertically across different levels of the firm and business units

N=410

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
												Industry Sector	
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not at all	11	0	1	0	0	0	3	0	1	1	1	3	1
	5.0%	0.0%	5.3%	0.0%	0.0%	0.0%	7.3%	0.0%	4.8%	4.3%	11.1%	7.9%	7.1%
	5.0%	0.0%	0.5%	0.0%	0.0%	0.0%	1.4%	0.0%	0.5%	0.5%	0.5%	1.4%	0.5%
2=	22	1	2	0	1	0	3	2	1	0	4	5	2
	10.0%	5.9%	10.5%	0.0%	20.0%	0.0%	7.3%	10.5%	4.8%	0.0%	44.4%	13.2%	14.3%
	10.0%	0.5%	0.9%	0.0%	0.5%	0.0%	1.4%	0.9%	0.5%	0.0%	1.9%	2.3%	0.9%
		j			i		J			j	dJ	aFhIk	j
3=	33	3	4	1	0	1	3	3	5	4	1	6	2
	15.1%	17.6%	21.1%	33.3%	0.0%	16.7%	7.3%	15.8%	23.8%	17.4%	11.1%	15.8%	14.3%
	15.1%	1.4%	1.9%	0.5%	0.0%	0.5%	1.4%	1.4%	2.3%	1.9%	0.5%	2.8%	0.9%
4=	32	2	2	0	1	0	11	2	3	4	1	4	2
	14.6%	11.8%	10.5%	0.0%	20.0%	0.0%	26.8%	10.5%	14.3%	17.4%	11.1%	10.5%	14.3%
	14.6%	0.9%	0.9%	0.0%	0.5%	0.0%	5.1%	0.9%	1.4%	1.9%	0.5%	1.9%	0.9%
5=	57	6	3	1	2	2	11	5	3	8	0	12	2
	26.0%	35.3%	15.8%	33.3%	40.0%	33.3%	26.8%	26.3%	14.3%	34.8%	0.0%	31.6%	14.3%
	26.0%	2.8%	1.4%	0.5%	0.9%	0.9%	5.1%	2.3%	1.4%	3.7%	0.0%	5.6%	0.9%
										j	i		
6=	38	3	5	0	0	2	9	4	3	3	2	3	4
	17.4%	17.6%	26.3%	0.0%	0.0%	33.3%	22.0%	21.1%	14.3%	13.0%	22.2%	7.9%	28.6%
	17.4%	1.4%	2.3%	0.0%	0.0%	0.9%	4.2%	1.9%	1.4%	1.4%	0.9%	1.4%	1.9%
7=All the time	26	2	2	1	1	1	1	3	5	3	0	5	1
	11.9%	11.8%	10.5%	33.3%	20.0%	16.7%	2.4%	15.8%	23.8%	13.0%	0.0%	13.2%	7.1%
	11.9%	0.9%	0.9%	0.5%	0.5%	0.5%	0.5%	1.4%	2.3%	1.4%	0.0%	2.3%	0.5%
				f			cH		F				
Mean	4.5	4.8	4.4	5.0	4.6	5.3	4.3	4.8	4.7	4.7	3.1	4.2	4.3
SD	1.7	1.4	1.8	2.0	1.8	1.4	1.5	1.6	1.9	1.5	1.8	1.8	1.9
		j					j	j	j	j	j	aefghi	

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

Topic 7: Marketing Organization

Rate the extent to which your firm engages in: Is shared vertically across different levels of the firm and business units

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not at all	4	5	1	1	5	4	1	0	0	0	5	2	3
	5.6%	7.5%	2.4%	2.9%	8.3%	11.8%	3.0%	0.0%	0.0%	0.0%	5.3%	2.6%	7.1%
	1.9%	2.3%	0.5%	0.5%	2.4%	1.9%	0.5%	0.0%	0.0%	0.0%	2.3%	0.9%	1.4%
					e	e			ab				
2=	3	8	4	6	3	4	5	4	5	1	7	9	5
	4.2%	11.9%	9.8%	17.1%	5.0%	11.8%	15.2%	18.2%	10.9%	7.1%	7.4%	11.7%	11.9%
	1.4%	3.7%	1.9%	2.8%	1.4%	1.9%	2.4%	1.9%	2.4%	0.5%	3.3%	4.2%	2.3%
	d			a									
3=	11	11	6	4	7	9	4	5	5	1	12	13	7
	15.5%	16.4%	14.6%	11.4%	11.7%	26.5%	12.1%	22.7%	10.9%	7.1%	12.6%	16.9%	16.7%
	5.1%	5.1%	2.8%	1.9%	3.3%	4.3%	1.9%	2.4%	2.4%	0.5%	5.6%	6.1%	3.3%
4=	13	6	5	7	9	7	3	4	7	2	16	10	6
	18.3%	9.0%	12.2%	20.0%	15.0%	20.6%	9.1%	18.2%	15.2%	14.3%	16.8%	13.0%	14.3%
	6.1%	2.8%	2.3%	3.3%	4.3%	3.3%	1.4%	1.9%	3.3%	1.0%	7.5%	4.7%	2.8%
5=	18	18	11	9	16	7	9	7	13	2	28	20	8
	25.4%	26.9%	26.8%	25.7%	26.7%	20.6%	27.3%	31.8%	28.3%	14.3%	29.5%	26.0%	19.0%
	8.4%	8.4%	5.1%	4.2%	7.7%	3.3%	4.3%	3.3%	6.2%	1.0%	13.1%	9.3%	3.7%
6=	14	10	9	5	10	1	10	1	7	6	17	15	6
	19.7%	14.9%	22.0%	14.3%	16.7%	2.9%	30.3%	4.5%	15.2%	42.9%	17.9%	19.5%	14.3%
	6.5%	4.7%	4.2%	2.3%	4.8%	0.5%	4.8%	0.5%	3.3%	2.9%	7.9%	7.0%	2.8%
					bf	aCF	Bd	cF	f	aBDe			
7=All the time	8	9	5	3	10	2	1	1	9	2	10	8	7
	11.3%	13.4%	12.2%	8.6%	16.7%	5.9%	3.0%	4.5%	19.6%	14.3%	10.5%	10.4%	16.7%
	3.7%	4.2%	2.3%	1.4%	4.8%	1.0%	0.5%	0.5%	4.3%	1.0%	4.7%	3.7%	3.3%
							e		c				
Mean	4.6	4.3	4.7	4.3	4.6	3.6	4.5	4.0	4.8	5.2	4.5	4.5	4.4
SD	1.6	1.8	1.6	1.6	1.8	1.6	1.6	1.4	1.6	1.5	1.6	1.6	1.9
					B	AcEF	b	ef	Bd	Bd			

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

Topic 7: Marketing Organization

Rate the extent to which your firm engages in: Is shared horizontally across different functions and business units

N=410

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not at all	10	0	0	0	1	0	3	0	1	0	1	3	1
	4.7%	0.0%	0.0%	0.0%	20.0%	0.0%	7.3%	0.0%	4.8%	0.0%	12.5%	7.9%	7.1%
	4.7%	0.0%	0.0%	0.0%	0.5%	0.0%	1.4%	0.0%	0.5%	0.0%	0.5%	1.4%	0.5%
					i						d		
2=	19	2	1	0	0	0	3	1	2	0	3	4	2
	8.8%	12.5%	5.9%	0.0%	0.0%	0.0%	7.3%	5.3%	9.5%	0.0%	37.5%	10.5%	14.3%
	8.8%	0.9%	0.5%	0.0%	0.0%	0.0%	1.4%	0.5%	0.9%	0.0%	1.4%	1.9%	0.9%
							j	j			J	fgI	
3=	28	2	1	0	0	1	5	3	5	2	2	5	2
	13.0%	12.5%	5.9%	0.0%	0.0%	16.7%	12.2%	15.8%	23.8%	8.7%	25.0%	13.2%	14.3%
	13.0%	0.9%	0.5%	0.0%	0.0%	0.5%	2.4%	1.4%	2.4%	0.9%	0.9%	2.4%	0.9%
4=	45	6	4	1	1	1	12	3	4	4	1	6	2
	20.9%	37.5%	23.5%	33.3%	20.0%	16.7%	29.3%	15.8%	19.0%	17.4%	12.5%	15.8%	14.3%
	20.9%	2.8%	1.9%	0.5%	0.5%	0.5%	5.7%	1.4%	1.9%	1.9%	0.5%	2.8%	0.9%
5=	53	3	6	1	2	2	6	6	2	10	0	11	2
	24.7%	18.8%	35.3%	33.3%	40.0%	33.3%	14.6%	31.6%	9.5%	43.5%	0.0%	28.9%	14.3%
	24.7%	1.4%	2.8%	0.5%	0.9%	0.9%	2.8%	2.8%	0.9%	4.7%	0.0%	5.2%	0.9%
							i			i	fhj	i	
6=	33	2	3	0	0	1	10	2	2	5	1	4	3
	15.3%	12.5%	17.6%	0.0%	0.0%	16.7%	24.4%	10.5%	9.5%	21.7%	12.5%	10.5%	21.4%
	15.3%	0.9%	1.4%	0.0%	0.0%	0.5%	4.7%	0.9%	0.9%	2.4%	0.5%	1.9%	1.4%
7=All the time	27	1	2	1	1	1	2	4	5	2	0	5	2
	12.6%	6.3%	11.8%	33.3%	20.0%	16.7%	4.9%	21.1%	23.8%	8.7%	0.0%	13.2%	14.3%
	12.6%	0.5%	0.9%	0.5%	0.5%	0.5%	0.9%	1.9%	2.4%	0.9%	0.0%	2.4%	0.9%
							h		f				
Mean	4.5	4.3	4.9	5.3	4.4	5.0	4.3	4.9	4.4	5.0	2.9	4.3	4.4
SD	1.6	1.4	1.3	1.5	2.2	1.4	1.6	1.5	1.9	1.1	1.6	1.8	1.9
		j	J	j		j	j	J		J	aBcefGIk		j

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

Topic 7: Marketing Organization

Rate the extent to which your firm engages in: Is shared horizontally across different functions and business units

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not at all	4	5	0	1	5	2	2	0	0	0	4	3	3
	5.6%	7.6%	0.0%	3.1%	8.8%	5.9%	6.1%	0.0%	0.0%	0.0%	4.2%	3.9%	7.7%
	1.9%	2.4%	0.0%	0.5%	2.4%	1.0%	1.0%	0.0%	0.0%	0.0%	1.9%	1.4%	1.4%
					e				a				
2=	5	6	3	4	2	3	2	4	7	1	7	8	4
	7.0%	9.1%	7.3%	12.5%	3.5%	8.8%	6.1%	18.2%	15.6%	7.1%	7.4%	10.5%	10.3%
	2.4%	2.9%	1.4%	1.9%	1.0%	1.5%	1.0%	2.0%	3.4%	0.5%	3.3%	3.8%	1.9%
					de			a	a				
3=	12	6	5	4	6	7	6	4	3	0	12	9	5
	16.9%	9.1%	12.2%	12.5%	10.5%	20.6%	18.2%	18.2%	6.7%	0.0%	12.6%	11.8%	12.8%
	5.7%	2.9%	2.4%	1.9%	2.9%	3.4%	2.9%	2.0%	1.5%	0.0%	5.7%	4.3%	2.4%
4=	16	10	9	9	10	10	3	6	13	2	20	18	7
	22.5%	15.2%	22.0%	28.1%	17.5%	29.4%	9.1%	27.3%	28.9%	14.3%	21.1%	23.7%	17.9%
	7.6%	4.8%	4.3%	4.3%	4.9%	4.9%	1.5%	2.9%	6.3%	1.0%	9.5%	8.6%	3.3%
						c	be		c				
5=	10	22	12	8	15	7	9	7	9	3	21	18	12
	14.1%	33.3%	29.3%	25.0%	26.3%	20.6%	27.3%	31.8%	20.0%	21.4%	22.1%	23.7%	30.8%
	4.8%	10.5%	5.7%	3.8%	7.3%	3.4%	4.4%	3.4%	4.4%	1.5%	10.0%	8.6%	5.7%
	B	A											
6=	15	9	6	3	8	3	9	0	5	6	20	11	2
	21.1%	13.6%	14.6%	9.4%	14.0%	8.8%	27.3%	0.0%	11.1%	42.9%	21.1%	14.5%	5.1%
	7.1%	4.3%	2.9%	1.4%	3.9%	1.5%	4.4%	0.0%	2.4%	2.9%	9.5%	5.2%	1.0%
					f	F	D	CF	f	aBDe	c		a
7=All the time	9	8	6	3	11	2	2	1	8	2	11	9	6
	12.7%	12.1%	14.6%	9.4%	19.3%	5.9%	6.1%	4.5%	17.8%	14.3%	11.6%	11.8%	15.4%
	4.3%	3.8%	2.9%	1.4%	5.4%	1.0%	1.0%	0.5%	3.9%	1.0%	5.2%	4.3%	2.9%
Mean	4.5	4.5	4.8	4.3	4.7	4.0	4.5	3.9	4.6	5.4	4.6	4.4	4.3
SD	1.7	1.7	1.4	1.5	1.8	1.5	1.6	1.3	1.6	1.3	1.6	1.6	1.8
					F			F		BD			

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

Topic 7: Marketing Organization

Rate the extent to which your firm engages in: Shapes the design of firm strategies

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
							Industry Sector						
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not at all	6	0	1	0	0	0	1	0	1	0	0	2	1
	2.7%	0.0%	5.3%	0.0%	0.0%	0.0%	2.4%	0.0%	4.8%	0.0%	0.0%	5.3%	7.1%
	2.7%	0.0%	0.5%	0.0%	0.0%	0.0%	0.5%	0.0%	0.5%	0.0%	0.0%	0.9%	0.5%
2=	18	2	0	0	1	1	5	1	1	1	2	2	1
	8.2%	11.1%	0.0%	0.0%	20.0%	16.7%	12.2%	5.3%	4.8%	4.3%	22.2%	5.3%	7.1%
	8.2%	0.9%	0.0%	0.0%	0.5%	0.5%	2.3%	0.5%	0.5%	0.5%	0.9%	0.9%	0.5%
				j								b	
3=	29	2	1	2	0	0	6	3	0	4	1	7	3
	13.2%	11.1%	5.3%	66.7%	0.0%	0.0%	14.6%	15.8%	0.0%	17.4%	11.1%	18.4%	21.4%
	13.2%	0.9%	0.5%	0.9%	0.0%	0.0%	2.8%	1.4%	0.0%	1.9%	0.5%	3.2%	1.4%
		c	C	aBfH			c		Ckl			h	h
4=	37	1	2	0	1	2	5	5	3	5	4	8	1
	16.8%	5.6%	10.5%	0.0%	20.0%	33.3%	12.2%	26.3%	14.3%	21.7%	44.4%	21.1%	7.1%
	16.8%	0.5%	0.9%	0.0%	0.5%	0.9%	2.3%	2.3%	1.4%	2.3%	1.9%	3.7%	0.5%
		j					j				afl		j
5=	66	5	7	1	1	1	15	5	8	6	1	10	5
	30.0%	27.8%	36.8%	33.3%	20.0%	16.7%	36.6%	26.3%	38.1%	26.1%	11.1%	26.3%	35.7%
	30.0%	2.3%	3.2%	0.5%	0.5%	0.5%	6.9%	2.3%	3.7%	2.8%	0.5%	4.6%	2.3%
6=	45	5	6	0	1	1	8	2	5	6	1	8	1
	20.5%	27.8%	31.6%	0.0%	20.0%	16.7%	19.5%	10.5%	23.8%	26.1%	11.1%	21.1%	7.1%
	20.5%	2.3%	2.8%	0.0%	0.5%	0.5%	3.7%	0.9%	2.3%	2.8%	0.5%	3.7%	0.5%
7=All the time	19	3	2	0	1	1	1	3	3	1	0	1	2
	8.6%	16.7%	10.5%	0.0%	20.0%	16.7%	2.4%	15.8%	14.3%	4.3%	0.0%	2.6%	14.3%
	8.6%	1.4%	0.9%	0.0%	0.5%	0.5%	0.5%	1.4%	1.4%	0.5%	0.0%	0.5%	0.9%
Mean	4.6	5.0	5.1	3.7	4.8	4.7	4.4	4.7	5.0	4.7	3.8	4.3	4.4
SD	1.5	1.6	1.4	1.2	1.9	1.8	1.5	1.5	1.5	1.3	1.3	1.5	1.8
			j								j	bh	

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

Topic 7: Marketing Organization

Rate the extent to which your firm engages in: Shapes the design of firm strategies

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not at all	1	3	1	1	3	2	0	0	1	0	3	2	0
	1.4%	4.5%	2.4%	2.9%	5.0%	5.9%	0.0%	0.0%	2.2%	0.0%	3.1%	2.6%	0.0%
	0.5%	1.4%	0.5%	0.5%	1.4%	1.0%	0.0%	0.0%	0.5%	0.0%	1.4%	0.9%	0.0%
2=	4	7	2	3	2	4	4	5	3	0	8	6	4
	5.6%	10.4%	4.9%	8.6%	3.3%	11.8%	11.8%	22.7%	6.5%	0.0%	8.3%	7.8%	9.5%
	1.9%	3.3%	0.9%	1.4%	1.0%	1.9%	1.9%	2.4%	1.4%	0.0%	3.7%	2.8%	1.9%
					D			A					
3=	12	7	3	7	8	3	7	1	7	1	14	12	3
	16.7%	10.4%	7.3%	20.0%	13.3%	8.8%	20.6%	4.5%	15.2%	7.1%	14.6%	15.6%	7.1%
	5.6%	3.3%	1.4%	3.3%	3.8%	1.4%	3.3%	0.5%	3.3%	0.5%	6.5%	5.6%	1.4%
4=	12	10	6	8	10	6	4	4	10	2	14	12	10
	16.7%	14.9%	14.6%	22.9%	16.7%	17.6%	11.8%	18.2%	21.7%	14.3%	14.6%	15.6%	23.8%
	5.6%	4.7%	2.8%	3.7%	4.8%	2.9%	1.9%	1.9%	4.8%	1.0%	6.5%	5.6%	4.7%
5=	23	22	11	9	18	12	10	6	11	3	34	19	12
	31.9%	32.8%	26.8%	25.7%	30.0%	35.3%	29.4%	27.3%	23.9%	21.4%	35.4%	24.7%	28.6%
	10.7%	10.2%	5.1%	4.2%	8.6%	5.7%	4.8%	2.9%	5.2%	1.4%	15.8%	8.8%	5.6%
6=	13	13	13	6	10	6	7	5	10	7	17	20	7
	18.1%	19.4%	31.7%	17.1%	16.7%	17.6%	20.6%	22.7%	21.7%	50.0%	17.7%	26.0%	16.7%
	6.0%	6.0%	6.0%	2.8%	4.8%	2.9%	3.3%	2.4%	4.8%	3.3%	7.9%	9.3%	3.3%
					F	f	f			f			
										Abce			
7=All the time	7	5	5	1	9	1	2	1	4	1	6	6	6
	9.7%	7.5%	12.2%	2.9%	15.0%	2.9%	5.9%	4.5%	8.7%	7.1%	6.3%	7.8%	14.3%
	3.3%	2.3%	2.3%	0.5%	4.3%	0.5%	1.0%	0.5%	1.9%	0.5%	2.8%	2.8%	2.8%
Mean	4.7	4.5	5.0	4.2	4.7	4.3	4.4	4.4	4.6	5.4	4.5	4.6	4.8
SD	1.4	1.6	1.5	1.4	1.6	1.5	1.5	1.6	1.5	1.1	1.5	1.5	1.5
			d	c		f	f	f		bcd			

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

Topic 7: Marketing Organization

Rate the extent to which your firm engages in: Influences the implementation of firm strategies

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not at all	5	0	1	0	0	0	1	0	0	0	0	2	1
	2.3%	0.0%	5.3%	0.0%	0.0%	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%	5.4%	7.1%
	2.3%	0.0%	0.5%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.9%	0.5%
2=	16	1	0	1	0	1	4	1	2	0	2	3	1
	7.3%	5.9%	0.0%	33.3%	0.0%	16.7%	9.8%	5.3%	9.5%	0.0%	22.2%	8.1%	7.1%
	7.3%	0.5%	0.0%	0.5%	0.0%	0.5%	1.9%	0.5%	0.9%	0.0%	0.9%	1.4%	0.5%
			cj	bI							Cj	bi	
3=	22	1	1	1	0	0	6	3	0	5	0	2	3
	10.1%	5.9%	5.3%	33.3%	0.0%	0.0%	14.6%	15.8%	0.0%	21.7%	0.0%	5.4%	21.4%
	10.1%	0.5%	0.5%	0.5%	0.0%	0.0%	2.8%	1.4%	0.0%	2.3%	0.0%	0.9%	1.4%
				h						cil		h	h
4=	33	2	0	0	1	1	6	3	4	3	4	7	1
	15.1%	11.8%	0.0%	0.0%	20.0%	16.7%	14.6%	15.8%	19.0%	13.0%	44.4%	18.9%	7.1%
	15.1%	0.9%	0.0%	0.0%	0.5%	0.5%	2.8%	1.4%	1.9%	1.4%	1.9%	3.3%	0.5%
			Jk				j				Bfl	b	j
5=	66	6	7	0	2	2	12	6	4	7	2	13	4
	30.3%	35.3%	36.8%	0.0%	40.0%	33.3%	29.3%	31.6%	19.0%	30.4%	22.2%	35.1%	28.6%
	30.3%	2.8%	3.3%	0.0%	0.9%	0.9%	5.6%	2.8%	1.9%	3.3%	0.9%	6.1%	1.9%
6=	55	3	9	1	1	2	10	3	7	8	0	8	2
	25.2%	17.6%	47.4%	33.3%	20.0%	33.3%	24.4%	15.8%	33.3%	34.8%	0.0%	21.6%	14.3%
	25.2%	1.4%	4.2%	0.5%	0.5%	0.9%	4.7%	1.4%	3.3%	3.7%	0.0%	3.7%	0.9%
			gj						b			j	bi
7=All the time	21	4	1	0	1	0	2	3	4	0	1	2	2
	9.6%	23.5%	5.3%	0.0%	20.0%	0.0%	4.9%	15.8%	19.0%	0.0%	11.1%	5.4%	14.3%
	9.6%	1.9%	0.5%	0.0%	0.5%	0.0%	0.9%	1.4%	1.9%	0.0%	0.5%	0.9%	0.9%
		fi			i		a			i	adh		
Mean	4.8	5.2	5.3	3.7	5.4	4.7	4.5	4.8	5.2	4.8	4.1	4.6	4.4
SD	1.5	1.4	1.3	2.1	1.1	1.5	1.5	1.5	1.5	1.2	1.5	1.5	1.8

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

Topic 7: Marketing Organization

Rate the extent to which your firm engages in: Influences the implementation of firm strategies

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not at all	1	3	0	1	3	1	0	0	1	0	3	2	0
	1.4%	4.5%	0.0%	2.9%	5.1%	2.9%	0.0%	0.0%	2.2%	0.0%	3.2%	2.6%	0.0%
	0.5%	1.4%	0.0%	0.5%	1.4%	0.5%	0.0%	0.0%	0.5%	0.0%	1.4%	0.9%	0.0%
2=	3	6	3	2	2	4	4	3	2	0	4	6	5
	4.2%	9.1%	7.3%	5.7%	3.4%	11.8%	12.1%	13.6%	4.3%	0.0%	4.3%	7.8%	11.9%
	1.4%	2.8%	1.4%	0.9%	1.0%	1.9%	1.9%	1.4%	1.0%	0.0%	1.9%	2.8%	2.3%
3=	9	4	3	6	4	6	2	1	7	1	8	12	2
	12.7%	6.1%	7.3%	17.1%	6.8%	17.6%	6.1%	4.5%	15.2%	7.1%	8.5%	15.6%	4.8%
	4.2%	1.9%	1.4%	2.8%	1.9%	2.9%	1.0%	0.5%	3.4%	0.5%	3.8%	5.6%	0.9%
4=	12	9	5	6	9	5	7	3	6	2	18	7	8
	16.9%	13.6%	12.2%	17.1%	15.3%	14.7%	21.2%	13.6%	13.0%	14.3%	19.1%	9.1%	19.0%
	5.6%	4.2%	2.3%	2.8%	4.3%	2.4%	3.4%	1.4%	2.9%	1.0%	8.5%	3.3%	3.8%
5=	20	23	12	10	18	10	9	8	13	3	34	20	11
	28.2%	34.8%	29.3%	28.6%	30.5%	29.4%	27.3%	36.4%	28.3%	21.4%	36.2%	26.0%	26.2%
	9.4%	10.8%	5.6%	4.7%	8.7%	4.8%	4.3%	3.8%	6.3%	1.4%	16.0%	9.4%	5.2%
6=	18	16	11	10	13	7	9	6	12	7	19	23	11
	25.4%	24.2%	26.8%	28.6%	22.0%	20.6%	27.3%	27.3%	26.1%	50.0%	20.2%	29.9%	26.2%
	8.5%	7.5%	5.2%	4.7%	6.3%	3.4%	4.3%	2.9%	5.8%	3.4%	8.9%	10.8%	5.2%
					f	f				ab			
7=All the time	8	5	7	0	10	1	2	1	5	1	8	7	5
	11.3%	7.6%	17.1%	0.0%	16.9%	2.9%	6.1%	4.5%	10.9%	7.1%	8.5%	9.1%	11.9%
	3.8%	2.3%	3.3%	0.0%	4.8%	0.5%	1.0%	0.5%	2.4%	0.5%	3.8%	3.3%	2.3%
	d		d	ac	b	a							
Mean	4.9	4.7	5.1	4.5	5.0	4.3	4.7	4.7	4.8	5.4	4.8	4.7	4.9
SD	1.4	1.6	1.4	1.4	1.6	1.5	1.4	1.4	1.5	1.1	1.4	1.6	1.5
					b	af				b			

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

Topic 7: Marketing Organization

Rate the extent to which your firm engages in: Impacts the evaluation of firm strategies

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not at all	10	0	1	0	0	0	2	1	1	0	1	3	1
	4.6%	0.0%	5.3%	0.0%	0.0%	0.0%	4.9%	5.3%	4.8%	0.0%	11.1%	7.9%	7.1%
	4.6%	0.0%	0.5%	0.0%	0.0%	0.0%	0.9%	0.5%	0.5%	0.0%	0.5%	1.4%	0.5%
2=	13	1	0	1	0	1	3	1	1	1	1	2	1
	5.9%	5.9%	0.0%	33.3%	0.0%	16.7%	7.3%	5.3%	4.8%	4.3%	11.1%	5.3%	7.1%
	5.9%	0.5%	0.0%	0.5%	0.0%	0.5%	1.4%	0.5%	0.5%	0.5%	0.5%	0.9%	0.5%
			c	b									
3=	20	1	0	1	0	0	5	2	0	4	1	3	3
	9.1%	5.9%	0.0%	33.3%	0.0%	0.0%	12.2%	10.5%	0.0%	17.4%	11.1%	7.9%	21.4%
	9.1%	0.5%	0.0%	0.5%	0.0%	0.0%	2.3%	0.9%	0.0%	1.9%	0.5%	1.4%	1.4%
			cl	bh					cl				bh
4=	41	1	3	0	2	2	7	5	3	4	3	8	2
	18.7%	5.9%	15.8%	0.0%	40.0%	33.3%	17.1%	26.3%	14.3%	17.4%	33.3%	21.1%	14.3%
	18.7%	0.5%	1.4%	0.0%	0.9%	0.9%	3.3%	2.3%	1.4%	1.9%	1.4%	3.7%	0.9%
5=	64	6	6	0	1	2	14	4	5	9	2	11	3
	29.2%	35.3%	31.6%	0.0%	20.0%	33.3%	34.1%	21.1%	23.8%	39.1%	22.2%	28.9%	21.4%
	29.2%	2.8%	2.8%	0.0%	0.5%	0.9%	6.5%	1.9%	2.3%	4.2%	0.9%	5.1%	1.4%
6=	51	4	7	1	1	1	8	3	8	5	0	10	2
	23.3%	23.5%	36.8%	33.3%	20.0%	16.7%	19.5%	15.8%	38.1%	21.7%	0.0%	26.3%	14.3%
	23.3%	1.9%	3.3%	0.5%	0.5%	0.5%	3.7%	1.4%	3.7%	2.3%	0.0%	4.7%	0.9%
			j							j		bh	
7=All the time	20	4	2	0	1	0	2	3	3	0	1	1	2
	9.1%	23.5%	10.5%	0.0%	20.0%	0.0%	4.9%	15.8%	14.3%	0.0%	11.1%	2.6%	14.3%
	9.1%	1.9%	0.9%	0.0%	0.5%	0.0%	0.9%	1.4%	1.4%	0.0%	0.5%	0.5%	0.9%
		fik			i		a			ad		a	
Mean	4.7	5.4	5.2	3.7	5.2	4.3	4.5	4.6	5.2	4.6	3.9	4.5	4.4
SD	1.5	1.4	1.4	2.1	1.3	1.4	1.5	1.7	1.5	1.2	1.8	1.6	1.8
		fj	j				a				ab		

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

Topic 7: Marketing Organization

Rate the extent to which your firm engages in: Impacts the evaluation of firm strategies

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not at all	4	3	1	2	4	3	0	0	2	0	3	4	2
	5.6%	4.5%	2.4%	5.7%	6.7%	8.8%	0.0%	0.0%	4.3%	0.0%	3.2%	5.2%	4.8%
	1.9%	1.4%	0.5%	0.9%	1.9%	1.4%	0.0%	0.0%	1.0%	0.0%	1.4%	1.9%	0.9%
2=	2	5	3	2	1	3	3	3	3	0	6	4	3
	2.8%	7.5%	7.3%	5.7%	1.7%	8.8%	9.1%	13.6%	6.5%	0.0%	6.3%	5.2%	7.1%
	0.9%	2.3%	1.4%	0.9%	0.5%	1.4%	1.4%	1.4%	1.4%	0.0%	2.8%	1.9%	1.4%
					d			a					
3=	7	5	1	6	6	4	3	1	4	1	10	8	2
	9.9%	7.5%	2.4%	17.1%	10.0%	11.8%	9.1%	4.5%	8.7%	7.1%	10.5%	10.4%	4.8%
	3.3%	2.3%	0.5%	2.8%	2.9%	1.9%	1.4%	0.5%	1.9%	0.5%	4.7%	3.7%	0.9%
			d	c									
4=	12	14	7	7	10	8	8	4	9	1	17	14	10
	16.9%	20.9%	17.1%	20.0%	16.7%	23.5%	24.2%	18.2%	19.6%	7.1%	17.9%	18.2%	23.8%
	5.6%	6.5%	3.3%	3.3%	4.8%	3.8%	3.8%	1.9%	4.3%	0.5%	7.9%	6.5%	4.7%
5=	24	19	10	10	19	10	8	7	10	5	32	21	10
	33.8%	28.4%	24.4%	28.6%	31.7%	29.4%	24.2%	31.8%	21.7%	35.7%	33.7%	27.3%	23.8%
	11.2%	8.9%	4.7%	4.7%	9.1%	4.8%	3.8%	3.3%	4.8%	2.4%	15.0%	9.8%	4.7%
6=	15	17	12	7	12	4	8	6	13	7	20	21	8
	21.1%	25.4%	29.3%	20.0%	20.0%	11.8%	24.2%	27.3%	28.3%	50.0%	21.1%	27.3%	19.0%
	7.0%	7.9%	5.6%	3.3%	5.7%	1.9%	3.8%	2.9%	6.2%	3.3%	9.3%	9.8%	3.7%
					f	F				aB			
7=All the time	7	4	7	1	8	2	3	1	5	0	7	5	7
	9.9%	6.0%	17.1%	2.9%	13.3%	5.9%	9.1%	4.5%	10.9%	0.0%	7.4%	6.5%	16.7%
	3.3%	1.9%	3.3%	0.5%	3.8%	1.0%	1.4%	0.5%	2.4%	0.0%	3.3%	2.3%	3.3%
			d	c									
Mean	4.7	4.6	5.1	4.3	4.8	4.1	4.7	4.7	4.8	5.3	4.7	4.6	4.8
SD	1.5	1.5	1.5	1.5	1.6	1.6	1.4	1.4	1.6	0.9	1.4	1.5	1.6
			d	c		f				b			

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

N=223

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	223	18	18	3	5	7	40	18	23	24	9	38	13
	100.0%	8.1%	8.1%	1.3%	2.2%	3.1%	17.9%	8.1%	10.3%	10.8%	4.0%	17.0%	5.8%
	100.0%	8.1%	8.1%	1.3%	2.2%	3.1%	17.9%	8.1%	10.3%	10.8%	4.0%	17.0%	5.8%
Advertising	187	16	13	1	5	6	34	16	18	23	9	30	11
	83.9%	88.9%	72.2%	33.3%	100.0%	85.7%	85.0%	88.9%	78.3%	95.8%	100.0%	78.9%	84.6%
	83.9%	7.2%	5.8%	0.4%	2.2%	2.7%	15.2%	7.2%	8.1%	10.3%	4.0%	13.5%	4.9%
		c	i	afgIj			c	c		bC		c	
Brand	180	17	15	1	4	6	33	11	19	18	8	31	11
	80.7%	94.4%	83.3%	33.3%	80.0%	85.7%	82.5%	61.1%	82.6%	75.0%	88.9%	81.6%	84.6%
	80.7%	7.6%	6.7%	0.4%	1.8%	2.7%	14.8%	4.9%	8.5%	8.1%	3.6%	13.9%	4.9%
		cg		a				a					
Promotion	179	16	12	1	5	7	29	16	20	21	8	31	9
	80.3%	88.9%	66.7%	33.3%	100.0%	100.0%	72.5%	88.9%	87.0%	87.5%	88.9%	81.6%	69.2%
	80.3%	7.2%	5.4%	0.4%	2.2%	3.1%	13.0%	7.2%	9.0%	9.4%	3.6%	13.9%	4.0%
		c		aeghi			c		c	c	c		
Positioning	171	16	15	2	4	6	28	12	20	19	8	29	6
	76.7%	88.9%	83.3%	66.7%	80.0%	85.7%	70.0%	66.7%	87.0%	79.2%	88.9%	76.3%	46.2%
	76.7%	7.2%	6.7%	0.9%	1.8%	2.7%	12.6%	5.4%	9.0%	8.5%	3.6%	13.0%	2.7%
		l	l						l	l		l	abhik
Social media	167	16	14	1	4	5	28	13	21	18	8	28	7
	74.9%	88.9%	77.8%	33.3%	80.0%	71.4%	70.0%	72.2%	91.3%	75.0%	88.9%	73.7%	53.8%
	74.9%	7.2%	6.3%	0.4%	1.8%	2.2%	12.6%	5.8%	9.4%	8.1%	3.6%	12.6%	3.1%
		cl		ah					cl				ah
Marketing analytics	154	16	11	1	5	5	27	9	19	19	8	24	6
	69.1%	88.9%	61.1%	33.3%	100.0%	71.4%	67.5%	50.0%	82.6%	79.2%	88.9%	63.2%	46.2%
	69.1%	7.2%	4.9%	0.4%	2.2%	2.2%	12.1%	4.0%	8.5%	8.5%	3.6%	10.8%	2.7%
		cgl		a				ah	gl		l		ahi
Marketing research	148	15	12	1	5	4	31	10	16	17	6	20	8
	66.4%	83.3%	66.7%	33.3%	100.0%	57.1%	77.5%	55.6%	69.6%	70.8%	66.7%	52.6%	61.5%
	66.4%	6.7%	5.4%	0.4%	2.2%	1.8%	13.9%	4.5%	7.2%	7.6%	2.7%	9.0%	3.6%
		k					k					af	
Public relations	139	12	10	2	3	5	25	8	19	16	6	24	3
	62.3%	66.7%	55.6%	66.7%	60.0%	71.4%	62.5%	44.4%	82.6%	66.7%	66.7%	63.2%	23.1%
	62.3%	5.4%	4.5%	0.9%	1.3%	2.2%	11.2%	3.6%	8.5%	7.2%	2.7%	10.8%	1.3%
		l				l	l		h	gL	l	l	aefHik

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

N=223	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Customer service	49	2	4	1	1	1	12	5	4	3	3	5	5
	22.0%	11.1%	22.2%	33.3%	20.0%	14.3%	30.0%	27.8%	17.4%	12.5%	33.3%	13.2%	38.5%
	22.0%	0.9%	1.8%	0.4%	0.4%	0.4%	5.4%	2.2%	1.8%	1.3%	1.3%	2.2%	2.2%
Distribution	33	1	3	0	1	1	8	2	2	8	2	2	2
	14.8%	5.6%	16.7%	0.0%	20.0%	14.3%	20.0%	11.1%	8.7%	33.3%	22.2%	5.3%	15.4%
	14.8%	0.4%	1.3%	0.0%	0.4%	0.4%	3.6%	0.9%	0.9%	3.6%	0.9%	0.9%	0.9%
		i							i	ahK		I	
Stock market performance	7	2	0	0	1	2	0	0	0	0	0	0	2
	3.1%	11.1%	0.0%	0.0%	20.0%	28.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	15.4%
	3.1%	0.9%	0.0%	0.0%	0.4%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%
		fk	e		FhiK	bFghiK	aDEl	e	de	de		aDEl	fk

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Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

N=223

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Lead generation	125	3	6	2	4	3	26	7	20	17	4	24	7
	56.1%	16.7%	33.3%	66.7%	80.0%	42.9%	65.0%	38.9%	87.0%	70.8%	44.4%	63.2%	53.8%
	56.1%	1.3%	2.7%	0.9%	1.8%	1.3%	11.7%	3.1%	9.0%	7.6%	1.8%	10.8%	3.1%
		dFHIKl	fHik		a	h	Ab	Hi	ABeGjkl	Abg	h	Abh	ah
Competitive intelligence	124	8	10	0	5	3	34	6	14	11	6	20	4
	55.6%	44.4%	55.6%	0.0%	100.0%	42.9%	85.0%	33.3%	60.9%	45.8%	66.7%	52.6%	30.8%
	55.6%	3.6%	4.5%	0.0%	2.2%	1.3%	15.2%	2.7%	6.3%	4.9%	2.7%	9.0%	1.8%
		dF	f	dF	acgil		f AbCeGhIKL	dF	f	dF		F	dF
Market entry strategies	122	12	9	2	3	4	26	8	13	11	4	18	8
	54.7%	66.7%	50.0%	66.7%	60.0%	57.1%	65.0%	44.4%	56.5%	45.8%	44.4%	47.4%	61.5%
	54.7%	5.4%	4.0%	0.9%	1.3%	1.8%	11.7%	3.6%	5.8%	4.9%	1.8%	8.1%	3.6%
New products	108	14	9	0	3	3	25	12	11	10	3	10	5
	48.4%	77.8%	50.0%	0.0%	60.0%	42.9%	62.5%	66.7%	47.8%	41.7%	33.3%	26.3%	38.5%
	48.4%	6.3%	4.0%	0.0%	1.3%	1.3%	11.2%	5.4%	4.9%	4.5%	1.3%	4.5%	2.2%
		cijKl		afg			cK	cK		a	a	AFG	a
Customer relationship management	90	4	6	1	3	3	16	9	7	9	5	16	6
	40.4%	22.2%	33.3%	33.3%	60.0%	42.9%	40.0%	50.0%	30.4%	37.5%	55.6%	42.1%	46.2%
	40.4%	1.8%	2.7%	0.4%	1.3%	1.3%	7.2%	4.0%	3.1%	4.0%	2.2%	7.2%	2.7%
Market selection	89	11	8	1	2	3	16	4	13	9	3	11	6
	39.9%	61.1%	44.4%	33.3%	40.0%	42.9%	40.0%	22.2%	56.5%	37.5%	33.3%	28.9%	46.2%
	39.9%	4.9%	3.6%	0.4%	0.9%	1.3%	7.2%	1.8%	5.8%	4.0%	1.3%	4.9%	2.7%
		gk						ah	gk				ah
Pricing	83	11	8	0	2	3	21	7	12	5	2	5	5
	37.2%	61.1%	44.4%	0.0%	40.0%	42.9%	52.5%	38.9%	52.2%	20.8%	22.2%	13.2%	38.5%
	37.2%	4.9%	3.6%	0.0%	0.9%	1.3%	9.4%	3.1%	5.4%	2.2%	0.9%	2.2%	2.2%
		iK	k				iK	k	iK	afh		AbFgH	
Innovation	73	14	5	1	2	3	10	6	4	7	5	10	3
	32.7%	77.8%	27.8%	33.3%	40.0%	42.9%	25.0%	33.3%	17.4%	29.2%	55.6%	26.3%	23.1%
	32.7%	6.3%	2.2%	0.4%	0.9%	1.3%	4.5%	2.7%	1.8%	3.1%	2.2%	4.5%	1.3%
		BFgHIKL	A				A	a	Aj	A	h	A	A
Sales	62	2	4	3	2	2	10	8	5	7	4	10	3
	27.8%	11.1%	22.2%	100.0%	40.0%	28.6%	25.0%	44.4%	21.7%	29.2%	44.4%	26.3%	23.1%
	27.8%	0.9%	1.8%	1.3%	0.9%	0.9%	4.5%	3.6%	2.2%	3.1%	1.8%	4.5%	1.3%
		Cg	c	AbFhikl			C	a	c	c		c	c

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

N=223

	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	75	68	40	36	62	33	33	22	47	13	99	74	46
	33.6%	30.5%	17.9%	16.1%	27.8%	14.8%	14.8%	9.9%	21.1%	5.8%	44.4%	33.2%	20.6%
	33.6%	30.5%	17.9%	16.1%	27.8%	14.8%	14.8%	9.9%	21.1%	5.8%	44.4%	33.2%	20.6%
Advertising	61	56	36	30	46	30	28	22	42	11	83	64	36
	81.3%	82.4%	90.0%	83.3%	74.2%	90.9%	84.8%	100.0%	89.4%	84.6%	83.8%	86.5%	78.3%
	27.4%	25.1%	16.1%	13.5%	20.6%	13.5%	12.6%	9.9%	18.8%	4.9%	37.2%	28.7%	16.1%
					De			A		a			
Brand	58	56	35	27	44	26	32	19	39	12	79	59	38
	77.3%	82.4%	87.5%	75.0%	71.0%	78.8%	97.0%	86.4%	83.0%	92.3%	79.8%	79.7%	82.6%
	26.0%	25.1%	15.7%	12.1%	19.7%	11.7%	14.3%	8.5%	17.5%	5.4%	35.4%	26.5%	17.0%
					C	c	Ab						
Promotion	63	52	34	27	48	29	28	20	37	10	80	59	36
	84.0%	76.5%	85.0%	75.0%	77.4%	87.9%	84.8%	90.9%	78.7%	76.9%	80.8%	79.7%	78.3%
	28.3%	23.3%	15.2%	12.1%	21.5%	13.0%	12.6%	9.0%	16.6%	4.5%	35.9%	26.5%	16.1%
Positioning	57	51	31	29	37	27	27	19	38	12	73	58	38
	76.0%	75.0%	77.5%	80.6%	59.7%	81.8%	81.8%	86.4%	80.9%	92.3%	73.7%	78.4%	82.6%
	25.6%	22.9%	13.9%	13.0%	16.6%	12.1%	12.1%	8.5%	17.0%	5.4%	32.7%	26.0%	17.0%
					bcdef	a	a	a	a	a			
Social media	52	54	35	23	45	27	28	16	33	10	70	57	36
	69.3%	79.4%	87.5%	63.9%	72.6%	81.8%	84.8%	72.7%	70.2%	76.9%	70.7%	77.0%	78.3%
	23.3%	24.2%	15.7%	10.3%	20.2%	12.1%	12.6%	7.2%	14.8%	4.5%	31.4%	25.6%	16.1%
	c		ad	c									
Marketing analytics	52	45	31	23	32	24	27	16	36	11	62	53	37
	69.3%	66.2%	77.5%	63.9%	51.6%	72.7%	81.8%	72.7%	76.6%	84.6%	62.6%	71.6%	80.4%
	23.3%	20.2%	13.9%	10.3%	14.3%	10.8%	12.1%	7.2%	16.1%	4.9%	27.8%	23.8%	16.6%
					bCEf	a	A		A	a		c	a
Marketing research	55	40	27	22	32	26	25	16	33	9	64	50	31
	73.3%	58.8%	67.5%	61.1%	51.6%	78.8%	75.8%	72.7%	70.2%	69.2%	64.6%	67.6%	67.4%
	24.7%	17.9%	12.1%	9.9%	14.3%	11.7%	11.2%	7.2%	14.8%	4.0%	28.7%	22.4%	13.9%
					bc	a	a						
Public relations	44	46	26	21	40	26	22	15	22	8	57	49	29
	58.7%	67.6%	65.0%	58.3%	64.5%	78.8%	66.7%	68.2%	46.8%	61.5%	57.6%	66.2%	63.0%
	19.7%	20.6%	11.7%	9.4%	17.9%	11.7%	9.9%	6.7%	9.9%	3.6%	25.6%	22.0%	13.0%
					E				B				

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Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

N=223

	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
Lead generation	49	38	13	22	35	25	16	7	25	9	56	43	24
	65.3%	55.9%	32.5%	61.1%	56.5%	75.8%	48.5%	31.8%	53.2%	69.2%	56.6%	58.1%	52.2%
	22.0%	17.0%	5.8%	9.9%	15.7%	11.2%	7.2%	3.1%	11.2%	4.0%	25.1%	19.3%	10.8%
	C	c	Abd	c		cDe	b	Bf	b	d			
Competitive intelligence	51	34	19	18	29	24	18	15	24	8	55	42	26
	68.0%	50.0%	47.5%	50.0%	46.8%	72.7%	54.5%	68.2%	51.1%	61.5%	55.6%	56.8%	56.5%
	22.9%	15.2%	8.5%	8.1%	13.0%	10.8%	8.1%	6.7%	10.8%	3.6%	24.7%	18.8%	11.7%
	bc	a	a		b	a							
Market entry strategies	50	33	24	12	27	24	16	11	28	8	49	45	27
	66.7%	48.5%	60.0%	33.3%	43.5%	72.7%	48.5%	50.0%	59.6%	61.5%	49.5%	60.8%	58.7%
	22.4%	14.8%	10.8%	5.4%	12.1%	10.8%	7.2%	4.9%	12.6%	3.6%	22.0%	20.2%	12.1%
	bD	a	d	Ac	B	Ac	b						
New products	48	16	26	17	22	22	13	14	24	7	41	42	23
	64.0%	23.5%	65.0%	47.2%	35.5%	66.7%	39.4%	63.6%	51.1%	53.8%	41.4%	56.8%	50.0%
	21.5%	7.2%	11.7%	7.6%	9.9%	9.9%	5.8%	6.3%	10.8%	3.1%	18.4%	18.8%	10.3%
	B	ACd	B	b	Bd	Ac	b	a			b	a	
Customer relationship management	25	30	17	18	26	14	12	12	17	3	41	26	20
	33.3%	44.1%	42.5%	50.0%	41.9%	42.4%	36.4%	54.5%	36.2%	23.1%	41.4%	35.1%	43.5%
	11.2%	13.5%	7.6%	8.1%	11.7%	6.3%	5.4%	5.4%	7.6%	1.3%	18.4%	11.7%	9.0%
Market selection	37	18	21	12	24	17	10	8	20	7	35	32	21
	49.3%	26.5%	52.5%	33.3%	38.7%	51.5%	30.3%	36.4%	42.6%	53.8%	35.4%	43.2%	45.7%
	16.6%	8.1%	9.4%	5.4%	10.8%	7.6%	4.5%	3.6%	9.0%	3.1%	15.7%	14.3%	9.4%
	B	AC	B										
Pricing	44	8	20	9	19	18	12	7	16	6	32	29	20
	58.7%	11.8%	50.0%	25.0%	30.6%	54.5%	36.4%	31.8%	34.0%	46.2%	32.3%	39.2%	43.5%
	19.7%	3.6%	9.0%	4.0%	8.5%	8.1%	5.4%	3.1%	7.2%	2.7%	14.3%	13.0%	9.0%
	BD	AC	Bd	Ac	b	a							
Innovation	20	19	20	13	19	5	10	8	22	6	30	25	17
	26.7%	27.9%	50.0%	36.1%	30.6%	15.2%	30.3%	36.4%	46.8%	46.2%	30.3%	33.8%	37.0%
	9.0%	8.5%	9.0%	5.8%	8.5%	2.2%	4.5%	3.6%	9.9%	2.7%	13.5%	11.2%	7.6%
	c	c	ab			Ef			B	b			
Sales	19	16	11	15	22	12	7	4	8	3	27	16	16
	25.3%	23.5%	27.5%	41.7%	35.5%	36.4%	21.2%	18.2%	17.0%	23.1%	27.3%	21.6%	34.8%
	8.5%	7.2%	4.9%	6.7%	9.9%	5.4%	3.1%	1.8%	3.6%	1.3%	12.1%	7.2%	7.2%
					e				a				

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

N=223	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
Customer service	15	9	13	12	17	8	6	5	7	0	18	15	15
	20.0%	13.2%	32.5%	33.3%	27.4%	24.2%	18.2%	22.7%	14.9%	0.0%	18.2%	20.3%	32.6%
	6.7%	4.0%	5.8%	5.4%	7.6%	3.6%	2.7%	2.2%	3.1%	0.0%	8.1%	6.7%	6.7%
		cd	b	b	f					a			
Distribution	13	8	5	7	9	10	1	4	5	3	13	12	8
	17.3%	11.8%	12.5%	19.4%	14.5%	30.3%	3.0%	18.2%	10.6%	23.1%	13.1%	16.2%	17.4%
	5.8%	3.6%	2.2%	3.1%	4.0%	4.5%	0.4%	1.8%	2.2%	1.3%	5.8%	5.4%	3.6%
						Ce	Bf		b	c			
Stock market performance	5	0	1	1	0	1	0	0	4	2	3	4	0
	6.7%	0.0%	2.5%	2.8%	0.0%	3.0%	0.0%	0.0%	8.5%	15.4%	3.0%	5.4%	0.0%
	2.2%	0.0%	0.4%	0.4%	0.0%	0.4%	0.0%	0.0%	1.8%	0.9%	1.3%	1.8%	0.0%
	b	a			eF		f		a	Ac			

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

Topic 8: Marketing Leadership

Number of reports

N=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
How many direct reports	211	17	15	3	5	6	39	18	22	21	9	37	14
do you have?	6.9	8.8	6.7	5.7	11.4	5.7	5.3	6.0	12.6	4.9	13.6	4.3	7.5
	10.4	14.8	7.0	3.2	14.4	5.7	7.8	4.4	19.0	5.0	20.3	3.1	10.1
					K		hj		fk		fK	DhJ	
How many indirect	182	13	12	3	3	4	34	16	20	21	7	34	10
reports (dotted-line)	16.1	9.6	36.1	28.3	51.7	6.3	10.4	16.3	10.9	8.3	43.0	11.3	25.7
reports do you have?	29.6	9.8	46.4	30.6	40.7	3.5	24.0	24.9	13.8	10.2	65.7	21.3	45.1
		D	fhik	i	AfHIK		bdj		bDj	bcDj	fhik	bDj	

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

Topic 8: Marketing Leadership

Number of reports

N=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
How many direct reports do you have?	70 6.4 10.0	64 5.6 6.1 d	40 6.7 11.0	32 10.6 16.3 b	58 4.3 5.2 E	33 7.5 11.9	32 4.8 3.1 e	22 6.9 6.5	45 11.2 16.9 Ac	13 6.2 4.6	92 5.3 8.0	74 7.9 12.1	42 8.2 11.2
How many indirect reports (dotted-line) reports do you have?	60 10.4 20.6 cd	53 13.1 23.3	34 22.2 33.9 a	30 24.6 43.1 a	49 8.8 22.7 Df	30 6.7 6.6 cDF	25 14.8 15.3 b	19 35.9 54.1 AB	39 17.7 30.7	13 25.9 28.7 aB	80 10.2 20.1 C	58 17.6 31.2	41 26.2 39.9 A

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

Topic 8: Marketing Leadership

How many years have you been with this firm in your current role? In any role?

N=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
In your current role?	219	17	17	3	5	7	40	19	23	22	8	38	14
	5.1	4.4	4.5	6.0	3.6	3.6	5.3	5.6	3.9	6.4	4.9	5.5	4.3
	4.0	3.8	4.2	1.7	3.0	2.9	3.3	4.9	3.6	4.9	4.2	3.9	4.4
In any role?	212	17	15	3	5	7	37	19	22	23	6	38	14
	10.0	7.1	10.0	15.3	11.2	12.1	11.0	9.2	9.9	9.5	5.8	11.5	8.2
	8.1	4.8	9.3	7.8	8.1	10.1	8.1	9.2	9.0	6.9	7.9	8.6	7.4
		c		a									

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

Topic 8: Marketing Leadership

How many years have you been with this firm in your current role? In any role?

N=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
In your current role?	73	66	40	35	61	32	32	22	46	15	98	75	43
	4.7	5.8	4.9	4.5	6.4	6.2	4.2	4.1	3.8	3.4	5.0	5.2	5.0
	3.4	4.2	4.1	4.4	4.5	4.4	3.1	2.6	3.2	2.5	4.0	4.0	4.0
					cdEf	cEf	ab	a	AB	ab			
In any role?	70	64	40	33	57	30	32	22	45	15	96	73	40
	10.7	10.9	10.7	6.3	10.4	10.9	9.5	9.4	9.1	12.1	10.3	10.1	8.7
	8.1	7.9	8.9	7.0	8.4	8.0	7.8	7.6	8.0	8.9	8.1	8.0	8.1
	D	D	d	ABc									

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

Topic 8: Marketing Leadership

Do you feel pressure from your CEO or Board to prove the value of marketing?

N=410	Total	Industry Sector										
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Yes	148	16	11	1	3	5	22	11	17	20	8	22	10
	66.4%	88.9%	57.9%	33.3%	60.0%	71.4%	56.4%	61.1%	73.9%	83.3%	88.9%	57.9%	76.9%
	66.4%	7.4%	5.1%	0.5%	1.4%	2.3%	10.2%	5.1%	7.9%	9.3%	3.7%	10.2%	4.6%
		bcfk	a	a			ai			fk		ai	
No	75	2	8	2	2	2	17	7	6	4	1	16	3
	33.6%	11.1%	42.1%	66.7%	40.0%	28.6%	43.6%	38.9%	26.1%	16.7%	11.1%	42.1%	23.1%
	33.6%	0.9%	3.7%	0.9%	0.9%	0.9%	7.9%	3.2%	2.8%	1.9%	0.5%	7.4%	1.4%
		bcfk	a	a			ai			fk		ai	

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

Topic 8: Marketing Leadership

<u>Do you feel pressure from your CEO or Board to prove the value of marketing?</u>

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Yes	50	38	33	25	33	24	25	12	37	11	58	56	31
	66.7%	55.9%	80.5%	69.4%	53.2%	72.7%	75.8%	54.5%	78.7%	84.6%	58.6%	76.7%	67.4%
	22.7%	17.3%	15.0%	11.4%	15.7%	11.4%	11.9%	5.7%	17.6%	5.2%	26.6%	25.7%	14.2%
			c	b	cEf		a	e	Ad	a	b	a	
No	25	30	8	11	29	9	8	10	10	2	41	17	15
	33.3%	44.1%	19.5%	30.6%	46.8%	27.3%	24.2%	45.5%	21.3%	15.4%	41.4%	23.3%	32.6%
	11.4%	13.6%	3.6%	5.0%	13.8%	4.3%	3.8%	4.8%	4.8%	1.0%	18.8%	7.8%	6.9%
			c	b	cEf		a	e	Ad	a	b	a	

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

Topic 8: Marketing Leadership

Is this pressure increasing, decreasing, or about the same?

N=148

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
										Industry Sector			
Total	148	16	11	1	3	5	22	11	17	20	8	22	10
	100.0%	11.0%	7.5%	0.7%	2.1%	3.4%	15.1%	7.5%	11.6%	13.7%	5.5%	15.1%	6.8%
	100.0%	11.0%	7.5%	0.7%	2.1%	3.4%	15.1%	7.5%	11.6%	13.7%	5.5%	15.1%	6.8%
+1=Increasing pressure	89	10	6	1	1	3	11	5	12	14	6	15	4
	60.1%	62.5%	54.5%	100.0%	33.3%	60.0%	50.0%	45.5%	70.6%	70.0%	75.0%	68.2%	40.0%
	60.1%	6.8%	4.1%	0.7%	0.7%	2.1%	7.5%	3.4%	8.2%	9.6%	4.1%	10.3%	2.7%
0=About the same amount of pressure	56	6	5	0	2	1	9	6	5	6	2	7	6
	37.8%	37.5%	45.5%	0.0%	66.7%	20.0%	40.9%	54.5%	29.4%	30.0%	25.0%	31.8%	60.0%
	37.8%	4.1%	3.4%	0.0%	1.4%	0.7%	6.2%	4.1%	3.4%	4.1%	1.4%	4.8%	4.1%
-1=Decreasing pressure	3	0	0	0	0	1	2	0	0	0	0	0	0
	2.0%	0.0%	0.0%	0.0%	0.0%	20.0%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	2.0%	0.0%	0.0%	0.0%	0.0%	0.7%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
						k						e	
Mean	0.6	0.6	0.5	1.0	0.3	0.4	0.4	0.5	0.7	0.7	0.8	0.7	0.4
SD	0.5	0.5	0.5	0.0	0.6	0.9	0.7	0.5	0.5	0.5	0.5	0.5	0.5

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

Topic 8: Marketing Leadership

Is this pressure increasing, decreasing, or about the same?

N=148	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	50	38	33	25	33	24	25	12	37	11	58	56	31
	34.2%	26.0%	22.6%	17.1%	23.2%	16.9%	17.6%	8.5%	26.1%	7.7%	40.0%	38.6%	21.4%
	34.2%	26.0%	22.6%	17.1%	23.2%	16.9%	17.6%	8.5%	26.1%	7.7%	40.0%	38.6%	21.4%
+1=Increasing pressure	27	26	20	15	25	14	8	7	24	6	35	31	21
	54.0%	68.4%	60.6%	60.0%	75.8%	58.3%	32.0%	58.3%	64.9%	54.5%	60.3%	55.4%	67.7%
	18.5%	17.8%	13.7%	10.3%	17.6%	9.9%	5.6%	4.9%	16.9%	4.2%	24.1%	21.4%	14.5%
					C		Ae		c				
0=About the same amount of pressure	20	12	13	10	8	9	16	5	13	4	21	25	9
	40.0%	31.6%	39.4%	40.0%	24.2%	37.5%	64.0%	41.7%	35.1%	36.4%	36.2%	44.6%	29.0%
	13.7%	8.2%	8.9%	6.8%	5.6%	6.3%	11.3%	3.5%	9.2%	2.8%	14.5%	17.2%	6.2%
					C		Ae		c				
-1=Decreasing pressure	3	0	0	0	0	1	1	0	0	1	2	0	1
	6.0%	0.0%	0.0%	0.0%	0.0%	4.2%	4.0%	0.0%	0.0%	9.1%	3.4%	0.0%	3.2%
	2.1%	0.0%	0.0%	0.0%	0.0%	0.7%	0.7%	0.0%	0.0%	0.7%	1.4%	0.0%	0.7%
Mean	0.5	0.7	0.6	0.6	0.8	0.5	0.3	0.6	0.6	0.5	0.6	0.6	0.6
SD	0.6	0.5	0.5	0.5	0.4	0.6	0.5	0.5	0.5	0.7	0.6	0.5	0.6
					C		AE		C				

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

Topic 9: Marketing Analytics

What percent of your marketing budget...

N=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
...do you currently spend	225	17	17	3	5	6	39	19	22	22	8	38	12
on marketing analytics?	5.5	4.4	8.3	0.7	4.4	7.2	4.9	4.1	7.2	6.2	4.5	4.7	5.4
	5.5	2.7	5.4	1.2	3.8	6.6	5.5	3.4	7.2	6.2	3.2	5.1	4.5
		bc	acfGk	ab			b	B					b
...will you spend in the	224	17	17	2	5	6	39	19	22	22	8	38	12
next three years?	8.7	6.8	11.6	2.0	7.8	10.0	7.9	6.5	12.5	10.6	8.1	7.0	9.9
	7.3	3.1	7.3	2.8	5.7	10.4	7.6	5.4	7.6	8.1	5.0	7.2	5.9
		bH	agk				h	bH	AfGK			bH	

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

Topic 9: Marketing Analytics

What percent of your marketing budget...

N=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
...do you currently spend on marketing analytics?	78 5.3 5.8	68 5.7 5.9	39 5.8 4.5	35 5.5 5.3	62 4.1 5.3 bE	31 6.6 5.9 ac	33 3.9 3.4 bEf	22 5.6 5.9	44 7.2 5.4 AC	13 6.7 4.0 c	98 4.6 5.4	79 6.2 5.5	45 5.9 5.1
...will you spend in the next three years?	77 8.7 7.2	68 8.8 8.6	39 9.2 5.9	35 8.8 6.6	62 6.9 6.9 bE	30 10.4 7.0 ac	33 6.8 5.4 bE	22 8.0 7.2	44 11.3 7.7 AC	13 10.3 7.5	98 7.8 7.4	78 9.3 7.3	45 9.6 6.5

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

Topic 9: Marketing Analytics

In what percent of projects does your company use available or requested marketing analytics before a decision is made?

N=410 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 Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	410	18	20	3	5	7	41	19	23	24	9	39	14
Percent	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Percent of projects	221	17	17	2	5	6	39	18	22	22	7	37	12
	29.0	43.2	41.4	40.0	44.0	25.8	18.2	34.6	34.2	26.0	24.3	19.5	40.1
	30.1	28.0	30.5	56.6	32.1	23.3	24.5	36.9	33.9	31.2	28.2	24.5	36.9
		FK	FK		fk		ABdhl		f			ABdl	fk

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

Topic 9: Marketing Analytics

In what percent of projects does your company use available or requested marketing analytics before a decision is made?

N=410 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	134	126	75	64	62	34	34	22	47	15	137	106	68
Percent	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Percent of projects	76	67	39	34	62	30	33	20	44	13	98	78	42
	23.1	26.7	39.5	34.1	23.5	15.4	32.7	30.0	39.3	49.3	25.3	31.6	34.4
	27.0	30.0	31.0	33.3	31.4	18.9	29.5	34.5	30.7	30.1	29.1	30.8	31.3
	C	c	Ab		eF	CEF	B		aB	AB			

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

Topic 9: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Yes	77	6	8	1	2	3	8	6	12	7	2	12	4
	32.9%	33.3%	42.1%	33.3%	40.0%	50.0%	20.0%	31.6%	52.2%	29.2%	22.2%	31.6%	30.8%
	32.9%	2.8%	3.7%	0.5%	0.9%	1.4%	3.7% h	2.8%	5.5% f	3.2%	0.9%	5.5%	1.8%
No	157	12	11	2	3	3	32	13	11	17	7	26	9
	67.1%	66.7%	57.9%	66.7%	60.0%	50.0%	80.0%	68.4%	47.8%	70.8%	77.8%	68.4%	69.2%
	67.1%	5.5%	5.1%	0.9%	1.4%	1.4%	14.7% h	6.0%	5.1% f	7.8%	3.2%	12.0%	4.1%

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

Topic 9: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Yes	22	19	19	16	16	6	11	8	18	8	29	27	17
	27.5%	27.5%	46.3%	41.0%	25.8%	18.2%	32.4%	36.4%	40.0%	57.1%	29.0%	33.8%	34.7%
	9.6%	8.3%	8.3%	7.0%	7.6%	2.9%	5.2%	3.8%	8.6%	3.8%	12.7%	11.8%	7.4%
	c	c	ab		f	ef			b	ab			
No	58	50	22	23	46	27	23	14	27	6	71	53	32
	72.5%	72.5%	53.7%	59.0%	74.2%	81.8%	67.6%	63.6%	60.0%	42.9%	71.0%	66.3%	65.3%
	25.3%	21.8%	9.6%	10.0%	21.9%	12.9%	11.0%	6.7%	12.9%	2.9%	31.0%	23.1%	14.0%
	c	c	ab		f	ef			b	ab			

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

Topic 9: Marketing Analytics

To what degree has the use of marketing analytics contributed to your company's performance?

N=410

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not At All	45	0	0	2	0	1	9	6	4	6	1	10	3
	19.4%	0.0%	0.0%	66.7%	0.0%	16.7%	22.0%	31.6%	17.4%	27.3%	11.1%	27.0%	21.4%
	19.4%	0.0%	0.0%	0.9%	0.0%	0.5%	4.2%	2.8%	1.9%	2.8%	0.5%	4.6%	1.4%
		Cfgikl	Cfgikl	AB			ab	ab		ab		ab	ab
2=	32	1	0	0	1	0	12	1	3	2	3	5	2
	13.8%	5.6%	0.0%	0.0%	20.0%	0.0%	29.3%	5.3%	13.0%	9.1%	33.3%	13.5%	14.3%
	13.8%	0.5%	0.0%	0.0%	0.5%	0.0%	5.6%	0.5%	1.4%	0.9%	1.4%	2.3%	0.9%
		f	fj				abg	f			b		
3=	29	4	2	0	0	0	4	3	3	2	1	7	2
	12.5%	22.2%	10.5%	0.0%	0.0%	0.0%	9.8%	15.8%	13.0%	9.1%	11.1%	18.9%	14.3%
	12.5%	1.9%	0.9%	0.0%	0.0%	0.0%	1.9%	1.4%	1.4%	0.9%	0.5%	3.2%	0.9%
4=	43	0	3	0	1	3	8	2	4	5	2	4	4
	18.5%	0.0%	15.8%	0.0%	20.0%	50.0%	19.5%	10.5%	17.4%	22.7%	22.2%	10.8%	28.6%
	18.5%	0.0%	1.4%	0.0%	0.5%	1.4%	3.7%	0.9%	1.9%	2.3%	0.9%	1.9%	1.9%
		Efijl				Agk	a	e		a	a	e	a
5=	50	9	7	1	1	1	8	4	6	4	1	5	2
	21.6%	50.0%	36.8%	33.3%	20.0%	16.7%	19.5%	21.1%	26.1%	18.2%	11.1%	13.5%	14.3%
	21.6%	4.2%	3.2%	0.5%	0.5%	0.5%	3.7%	1.9%	2.8%	1.9%	0.5%	2.3%	0.9%
		fiKl	k				a			a		Ab	a
6=	26	3	5	0	2	1	0	2	3	1	1	5	1
	11.2%	16.7%	26.3%	0.0%	40.0%	16.7%	0.0%	10.5%	13.0%	4.5%	11.1%	13.5%	7.1%
	11.2%	1.4%	2.3%	0.0%	0.9%	0.5%	0.0%	0.9%	1.4%	0.5%	0.5%	2.3%	0.5%
		F	F		Fi		f	ABDeghjk	f	f	d	f	f
7=Very Highly	7	1	2	0	0	0	0	1	0	2	0	1	0
	3.0%	5.6%	10.5%	0.0%	0.0%	0.0%	0.0%	5.3%	0.0%	9.1%	0.0%	2.7%	0.0%
	3.0%	0.5%	0.9%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.9%	0.0%	0.5%	0.0%
			f				b						
Mean	3.5	4.7	5.1	2.3	4.6	4.0	2.9	3.4	3.6	3.5	3.2	3.2	3.2
SD	1.8	1.3	1.1	2.3	1.7	1.7	1.5	2.0	1.7	2.0	1.6	1.9	1.6
		cFghijKL	CFGHIJKL	aB	f		ABd	aB	aB	aB	aB	AB	AB

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

Topic 9: Marketing Analytics

To what degree has the use of marketing analytics contributed to your company's performance?

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not At All	18	16	3	7	21	9	2	5	4	1	29	12	3
	22.5%	24.2%	7.1%	17.9%	34.4%	26.5%	5.9%	22.7%	8.7%	7.7%	29.0%	15.4%	6.1%
	7.9%	7.0%	1.3%	3.1%	10.0%	4.3%	1.0%	2.4%	1.9%	0.5%	12.8%	5.3%	1.3%
	c	c	ab		CE	ce	Ab		Ab		bC	a	A
2=	14	8	4	5	10	6	6	3	5	0	14	15	3
	17.5%	12.1%	9.5%	12.8%	16.4%	17.6%	17.6%	13.6%	10.9%	0.0%	14.0%	19.2%	6.1%
	6.2%	3.5%	1.8%	2.2%	4.8%	2.9%	2.9%	1.4%	2.4%	0.0%	6.2%	6.6%	1.3%
												c	b
3=	7	9	8	5	7	4	4	5	4	2	12	9	7
	8.8%	13.6%	19.0%	12.8%	11.5%	11.8%	11.8%	22.7%	8.7%	15.4%	12.0%	11.5%	14.3%
	3.1%	4.0%	3.5%	2.2%	3.3%	1.9%	1.9%	2.4%	1.9%	1.0%	5.3%	4.0%	3.1%
4=	19	11	6	6	5	3	12	3	11	0	23	8	11
	23.8%	16.7%	14.3%	15.4%	8.2%	8.8%	35.3%	13.6%	23.9%	0.0%	23.0%	10.3%	22.4%
	8.4%	4.8%	2.6%	2.6%	2.4%	1.4%	5.7%	1.4%	5.2%	0.0%	10.1%	3.5%	4.8%
					Ce	c	Abf		a	c	b		a
5=	17	14	11	7	11	9	6	3	12	7	13	22	14
	21.3%	21.2%	26.2%	17.9%	18.0%	26.5%	17.6%	13.6%	26.1%	53.8%	13.0%	28.2%	28.6%
	7.5%	6.2%	4.8%	3.1%	5.2%	4.3%	2.9%	1.4%	5.7%	3.3%	5.7%	9.7%	6.2%
					F		f	f		Acd	bc	a	a
6=	5	6	8	6	5	3	4	2	9	2	6	10	9
	6.3%	9.1%	19.0%	15.4%	8.2%	8.8%	11.8%	9.1%	19.6%	15.4%	6.0%	12.8%	18.4%
	2.2%	2.6%	3.5%	2.6%	2.4%	1.4%	1.9%	1.0%	4.3%	1.0%	2.6%	4.4%	4.0%
	c		a								c		a
7=Very Highly	0	2	2	3	2	0	0	1	1	1	3	2	2
	0.0%	3.0%	4.8%	7.7%	3.3%	0.0%	0.0%	4.5%	2.2%	7.7%	3.0%	2.6%	4.1%
	0.0%	0.9%	0.9%	1.3%	1.0%	0.0%	0.0%	0.5%	0.5%	0.5%	1.3%	0.9%	0.9%
	d			a									
Mean	3.2	3.4	4.2	3.8	3.0	3.2	3.8	3.3	4.2	4.7	3.1	3.7	4.3
SD	1.6	1.8	1.6	1.9	1.9	1.8	1.4	1.8	1.6	1.5	1.8	1.8	1.5
	C	c	Ab		cEF	ef	a	ef	Abd	Abd	bC	ac	Ab

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

Topic 9: Marketing Analytics

To what degree is your company leveraging marketing analytics to answer its most challenging marketing questions?

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
										Industry Sector			
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=None of the time	32	0	0	1	0	0	7	4	2	4	0	9	2
	13.7%	0.0%	0.0%	33.3%	0.0%	0.0%	17.5%	21.1%	8.7%	16.7%	0.0%	24.3%	14.3%
	13.7%	0.0%	0.0%	0.5%	0.0%	0.0%	3.2%	1.8%	0.9%	1.8%	0.0%	4.1%	0.9%
		cgk	cgk	ab				ab				ab	
2=	41	3	1	0	0	1	10	4	5	5	3	5	1
	17.5%	16.7%	5.3%	0.0%	0.0%	16.7%	25.0%	21.1%	21.7%	20.8%	33.3%	13.5%	7.1%
	17.5%	1.4%	0.5%	0.0%	0.0%	0.5%	4.6%	1.8%	2.3%	2.3%	1.4%	2.3%	0.5%
3=	28	2	2	1	2	1	7	1	1	1	1	4	4
	12.0%	11.1%	10.5%	33.3%	40.0%	16.7%	17.5%	5.3%	4.3%	4.2%	11.1%	10.8%	28.6%
	12.0%	0.9%	0.9%	0.5%	0.9%	0.5%	3.2%	0.5%	0.5%	0.5%	0.5%	1.8%	1.8%
					ghi			d	dl	dl			hi
4=Some of the time	43	2	2	0	0	0	8	2	6	6	4	8	1
	18.4%	11.1%	10.5%	0.0%	0.0%	0.0%	20.0%	10.5%	26.1%	25.0%	44.4%	21.6%	7.1%
	18.4%	0.9%	0.9%	0.0%	0.0%	0.0%	3.7%	0.9%	2.8%	2.8%	1.8%	3.7%	0.5%
											l		j
5=	53	7	8	1	2	3	7	4	2	5	1	8	2
	22.6%	38.9%	42.1%	33.3%	40.0%	50.0%	17.5%	21.1%	8.7%	20.8%	11.1%	21.6%	14.3%
	22.6%	3.2%	3.7%	0.5%	0.9%	1.4%	3.2%	1.8%	0.9%	2.3%	0.5%	3.7%	0.9%
		h	fh				h	b	abe				
6=	27	3	5	0	0	1	1	3	5	2	0	3	3
	11.5%	16.7%	26.3%	0.0%	0.0%	16.7%	2.5%	15.8%	21.7%	8.3%	0.0%	8.1%	21.4%
	11.5%	1.4%	2.3%	0.0%	0.0%	0.5%	0.5%	1.4%	2.3%	0.9%	0.0%	1.4%	1.4%
			F				Bhl		f				f
7=All of the time	10	1	1	0	1	0	0	1	2	1	0	0	1
	4.3%	5.6%	5.3%	0.0%	20.0%	0.0%	0.0%	5.3%	8.7%	4.2%	0.0%	0.0%	7.1%
	4.3%	0.5%	0.5%	0.0%	0.5%	0.0%	0.0%	0.5%	0.9%	0.5%	0.0%	0.0%	0.5%
					FK		D						D
Mean	3.7	4.4	4.9	3.0	4.6	4.3	3.0	3.6	4.0	3.5	3.3	3.3	3.9
SD	1.7	1.5	1.2	2.0	1.7	1.5	1.5	2.0	1.9	1.8	1.1	1.7	1.9
		Fk	cFgIJK	b	f	f	ABdeh	b	f	B	B	aB	

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

Topic 9: Marketing Analytics

To what degree is your company leveraging marketing analytics to answer its most challenging marketing questions?

N=410

	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%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=None of the time	10	16	1	4	19	3	2	2	1	0	21	8	3
	12.5%	23.5%	2.4%	10.3%	31.1%	9.1%	5.9%	9.1%	2.2%	0.0%	21.0%	10.0%	6.1%
	4.4%	7.0%	0.4%	1.7%	9.0%	1.4%	1.0%	1.0%	0.5%	0.0%	9.2%	3.5%	1.3%
		C	B		bCdEf	a	A	a	A	a	bc	a	a
2=	18	8	8	6	12	10	4	5	6	1	19	16	5
	22.5%	11.8%	19.0%	15.4%	19.7%	30.3%	11.8%	22.7%	13.0%	7.1%	19.0%	20.0%	10.2%
	7.9%	3.5%	3.5%	2.6%	5.7%	4.8%	1.9%	2.4%	2.9%	0.5%	8.3%	7.0%	2.2%
3=	13	8	3	4	4	3	6	5	6	2	10	14	4
	16.3%	11.8%	7.1%	10.3%	6.6%	9.1%	17.6%	22.7%	13.0%	14.3%	10.0%	17.5%	8.2%
	5.7%	3.5%	1.3%	1.7%	1.9%	1.4%	2.9%	2.4%	2.9%	1.0%	4.4%	6.1%	1.7%
					d			a					
4=Some of the time	16	12	6	7	10	8	7	2	9	1	21	9	12
	20.0%	17.6%	14.3%	17.9%	16.4%	24.2%	20.6%	9.1%	19.6%	7.1%	21.0%	11.3%	24.5%
	7.0%	5.2%	2.6%	3.1%	4.8%	3.8%	3.3%	1.0%	4.3%	0.5%	9.2%	3.9%	5.2%
5=	14	17	13	9	9	5	12	5	16	3	20	15	17
	17.5%	25.0%	31.0%	23.1%	14.8%	15.2%	35.3%	22.7%	34.8%	21.4%	20.0%	18.8%	34.7%
	6.1%	7.4%	5.7%	3.9%	4.3%	2.4%	5.7%	2.4%	7.6%	1.4%	8.7%	6.6%	7.4%
					ce		a		a			c	b
6=	6	6	8	6	5	4	2	1	6	5	8	12	5
	7.5%	8.8%	19.0%	15.4%	8.2%	12.1%	5.9%	4.5%	13.0%	35.7%	8.0%	15.0%	10.2%
	2.6%	2.6%	3.5%	2.6%	2.4%	1.9%	1.0%	0.5%	2.9%	2.4%	3.5%	5.2%	2.2%
					F		f	f		Acd			
7=All of the time	3	1	3	3	2	0	1	2	2	2	1	6	3
	3.8%	1.5%	7.1%	7.7%	3.3%	0.0%	2.9%	9.1%	4.3%	14.3%	1.0%	7.5%	6.1%
	1.3%	0.4%	1.3%	1.3%	1.0%	0.0%	0.5%	1.0%	1.0%	1.0%	0.4%	2.6%	1.3%
Mean	3.5	3.4	4.4	4.1	3.0	3.4	4.0	3.6	4.3	5.1	3.3	3.8	4.3
SD	1.7	1.8	1.6	1.8	1.9	1.6	1.4	1.8	1.4	1.5	1.7	1.8	1.5
	C	C	AB		cEF	eF	af	f	Ab	ABcd	bC	a	A

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

Topic 9: Marketing Analytics

To what extent does your company have the right talent to fully leverage marketing analytics?

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
													Industry Sector spans B–L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Does not have the right talent	30	0	1	0	0	1	8	4	4	3	0	5	1
	12.9%	0.0%	5.3%	0.0%	0.0%	16.7%	20.5%	21.1%	17.4%	12.5%	0.0%	13.9%	7.1%
	12.9%	0.0%	0.5%	0.0%	0.0%	0.5%	3.7%	1.9%	1.9%	1.4%	0.0%	2.3%	0.5%
		fg					a	a					
2=	59	5	1	1	1	1	8	4	7	9	5	8	4
	25.4%	27.8%	5.3%	33.3%	20.0%	16.7%	20.5%	21.1%	30.4%	37.5%	55.6%	22.2%	28.6%
	25.4%	2.3%	0.5%	0.5%	0.5%	0.5%	3.7%	1.9%	3.3%	4.2%	2.3%	3.7%	1.9%
			hiJ				j			b	b	Bf	
3=	41	3	4	2	1	2	8	1	2	3	2	6	2
	17.7%	16.7%	21.1%	66.7%	20.0%	33.3%	20.5%	5.3%	8.7%	12.5%	22.2%	16.7%	14.3%
	17.7%	1.4%	1.9%	0.9%	0.5%	0.9%	3.7%	0.5%	0.9%	1.4%	0.9%	2.8%	0.9%
				Ghik				C	c	c		c	
4=	39	5	5	0	2	0	6	5	4	3	1	4	3
	16.8%	27.8%	26.3%	0.0%	40.0%	0.0%	15.4%	26.3%	17.4%	12.5%	11.1%	11.1%	21.4%
	16.8%	2.3%	2.3%	0.0%	0.9%	0.0%	2.8%	2.3%	1.9%	1.4%	0.5%	1.9%	1.4%
5=	31	2	4	0	0	1	4	4	3	2	1	8	2
	13.4%	11.1%	21.1%	0.0%	0.0%	16.7%	10.3%	21.1%	13.0%	8.3%	11.1%	22.2%	14.3%
	13.4%	0.9%	1.9%	0.0%	0.0%	0.5%	1.9%	1.9%	1.4%	0.9%	0.5%	3.7%	0.9%
6=	24	2	3	0	1	1	4	1	3	3	0	2	1
	10.3%	11.1%	15.8%	0.0%	20.0%	16.7%	10.3%	5.3%	13.0%	12.5%	0.0%	5.6%	7.1%
	10.3%	0.9%	1.4%	0.0%	0.5%	0.5%	1.9%	0.5%	1.4%	1.4%	0.0%	0.9%	0.5%
7=Has the right talent	8	1	1	0	0	0	1	0	0	1	0	3	1
	3.4%	5.6%	5.3%	0.0%	0.0%	0.0%	2.6%	0.0%	0.0%	4.2%	0.0%	8.3%	7.1%
	3.4%	0.5%	0.5%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.5%	0.0%	1.4%	0.5%
Mean	3.4	3.8	4.2	2.7	3.8	3.3	3.2	3.2	3.2	3.2	2.8	3.6	3.6
SD	1.7	1.6	1.5	0.6	1.5	1.9	1.7	1.7	1.7	1.8	1.1	1.8	1.7
			fhj				b		b		b		

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

Topic 9: Marketing Analytics

To what extent does your company have the right talent to fully leverage marketing analytics?

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Does not have the right talent	15	9	3	2	13	5	4	1	3	0	16	11	3
	19.0%	13.4%	7.1%	5.1%	21.3%	15.2%	11.8%	4.8%	6.5%	0.0%	16.2%	13.9%	6.1%
	6.6%	4.0%	1.3%	0.9%	6.2%	2.4%	1.9%	0.5%	1.4%	0.0%	7.0%	4.8%	1.3%
	d			a	e				a				
2=	15	18	13	12	16	6	9	7	14	1	28	18	12
	19.0%	26.9%	31.0%	30.8%	26.2%	18.2%	26.5%	33.3%	30.4%	7.1%	28.3%	22.8%	24.5%
	6.6%	7.9%	5.7%	5.3%	7.7%	2.9%	4.3%	3.3%	6.7%	0.5%	12.3%	7.9%	5.3%
3=	19	12	3	7	4	7	7	5	12	1	18	15	7
	24.1%	17.9%	7.1%	17.9%	6.6%	21.2%	20.6%	23.8%	26.1%	7.1%	18.2%	19.0%	14.3%
	8.4%	5.3%	1.3%	3.1%	1.9%	3.3%	3.3%	2.4%	5.7%	0.5%	7.9%	6.6%	3.1%
	c		a		bcdE	a	a	a	A				
4=	12	11	8	6	11	5	7	1	7	6	14	15	10
	15.2%	16.4%	19.0%	15.4%	18.0%	15.2%	20.6%	4.8%	15.2%	42.9%	14.1%	19.0%	20.4%
	5.3%	4.8%	3.5%	2.6%	5.3%	2.4%	3.3%	0.5%	3.3%	2.9%	6.2%	6.6%	4.4%
					f	f		F	f	abDe			
5=	8	9	6	7	10	4	3	3	6	3	13	9	9
	10.1%	13.4%	14.3%	17.9%	16.4%	12.1%	8.8%	14.3%	13.0%	21.4%	13.1%	11.4%	18.4%
	3.5%	4.0%	2.6%	3.1%	4.8%	1.9%	1.4%	1.4%	2.9%	1.4%	5.7%	4.0%	4.0%
6=	9	3	7	5	4	5	3	4	2	3	5	10	6
	11.4%	4.5%	16.7%	12.8%	6.6%	15.2%	8.8%	19.0%	4.3%	21.4%	5.1%	12.7%	12.2%
	4.0%	1.3%	3.1%	2.2%	1.9%	2.4%	1.4%	1.9%	1.0%	1.4%	2.2%	4.4%	2.6%
		c	b							f		e	
7=Has the right talent	1	5	2	0	3	1	1	0	2	0	5	1	2
	1.3%	7.5%	4.8%	0.0%	4.9%	3.0%	2.9%	0.0%	4.3%	0.0%	5.1%	1.3%	4.1%
	0.4%	2.2%	0.9%	0.0%	1.4%	0.5%	0.5%	0.0%	1.0%	0.0%	2.2%	0.4%	0.9%
Mean	3.2	3.3	3.7	3.5	3.2	3.5	3.3	3.5	3.3	4.4	3.2	3.3	3.7
SD	1.7	1.7	1.8	1.5	1.8	1.8	1.6	1.7	1.5	1.2	1.7	1.6	1.6
					f		f		f	ace	c		a

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

Topic 9: Marketing Analytics

Have you added analytics talent to your marketing organization in the last year?

N=410	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
												Industry Sector	
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Yes	80	5	9	0	3	4	9	9	10	9	4	6	5
	34.3%	27.8%	47.4%	0.0%	60.0%	66.7%	22.0%	47.4%	43.5%	39.1%	44.4%	16.7%	35.7%
	34.3%	2.3%	4.2%	0.0%	1.4%	1.9%	4.2%	4.2%	4.6%	4.2%	1.9%	2.8%	2.3%
			k		k	fk	e	k	k			bdegh	
2=No	153	13	10	3	2	2	32	10	13	14	5	30	9
	65.7%	72.2%	52.6%	100.0%	40.0%	33.3%	78.0%	52.6%	56.5%	60.9%	55.6%	83.3%	64.3%
	65.7%	6.0%	4.6%	1.4%	0.9%	0.9%	14.8%	4.6%	6.0%	6.5%	2.3%	13.9%	4.2%
			k		k	fk	e	k	k			bdegh	
Mean	1.7	1.7	1.5	2.0	1.4	1.3	1.8	1.5	1.6	1.6	1.6	1.8	1.6
SD	0.5	0.5	0.5	0.0	0.5	0.5	0.4	0.5	0.5	0.5	0.5	0.4	0.5
			fk		k	fK	beg	fk	k			bdEgh	

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

Topic 9: Marketing Analytics

Have you added analytics talent to your marketing organization in the last year?

N=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Yes	23	22	18	15	7	10	12	8	24	9	26	25	26
	28.4%	32.8%	42.9%	39.5%	11.7%	29.4%	35.3%	36.4%	52.2%	69.2%	26.0%	31.3%	54.2%
	10.1%	9.6%	7.9%	6.6%	3.3%	4.8%	5.7%	3.8%	11.5%	4.3%	11.4%	11.0%	11.4%
					bCdEF	aef	Af	a	Ab	Abc	C	c	Ab
2=No	58	45	24	23	53	24	22	14	22	4	74	55	22
	71.6%	67.2%	57.1%	60.5%	88.3%	70.6%	64.7%	63.6%	47.8%	30.8%	74.0%	68.8%	45.8%
	25.4%	19.7%	10.5%	10.1%	25.4%	11.5%	10.5%	6.7%	10.5%	1.9%	32.5%	24.1%	9.6%
					bCdEF	aef	Af	a	Ab	Abc	C	c	Ab
Mean	1.7	1.7	1.6	1.6	1.9	1.7	1.6	1.6	1.5	1.3	1.7	1.7	1.5
SD	0.5	0.5	0.5	0.5	0.3	0.5	0.5	0.5	0.5	0.5	0.4	0.5	0.5
					bCDEF	aef	Af	A	Ab	Abc	C	c	Ab

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

Topic 9: Marketing Analytics

How challenging was it to find the right talent?

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
1=Not Challenging	1	0	0	0	0	0	1	0	0	0	0	0	0
	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
2=	5	2	0	0	0	1	0	0	0	0	1	0	1
	6.2%	40.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	20.0%
	6.2%	2.7%	0.0%	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	1.4%
3=	5	0	0	0	0	0	2	1	0	0	0	1	0
	6.2%	0.0%	0.0%	0.0%	0.0%	0.0%	22.2%	11.1%	0.0%	0.0%	0.0%	14.3%	0.0%
	6.2%	0.0%	0.0%	0.0%	0.0%	0.0%	2.7%	1.4%	0.0%	0.0%	0.0%	1.4%	0.0%
4=	17	1	0	0	1	0	0	1	2	4	2	2	2
	21.0%	20.0%	0.0%	0.0%	33.3%	0.0%	0.0%	11.1%	20.0%	44.4%	50.0%	28.6%	40.0%
	21.0%	1.4%	0.0%	0.0%	1.4%	0.0%	0.0%	1.4%	2.7%	5.4%	2.7%	2.7%	2.7%
			ij				ij			bf	bf		
5=	24	0	3	0	2	2	3	2	4	4	0	1	2
	29.6%	0.0%	33.3%	0.0%	66.7%	50.0%	33.3%	22.2%	40.0%	44.4%	0.0%	14.3%	40.0%
	29.6%	0.0%	4.1%	0.0%	2.7%	2.7%	4.1%	2.7%	5.4%	5.4%	0.0%	1.4%	2.7%
6=	19	2	2	0	0	1	3	4	3	1	0	2	0
	23.5%	40.0%	22.2%	0.0%	0.0%	25.0%	33.3%	44.4%	30.0%	11.1%	0.0%	28.6%	0.0%
	23.5%	2.7%	2.7%	0.0%	0.0%	1.4%	4.1%	5.4%	4.1%	1.4%	0.0%	2.7%	0.0%
7=Extremely Challenging	10	0	4	0	0	0	0	1	1	0	1	1	0
	12.3%	0.0%	44.4%	0.0%	0.0%	0.0%	0.0%	11.1%	10.0%	0.0%	25.0%	14.3%	0.0%
	12.3%	0.0%	5.4%	0.0%	0.0%	0.0%	0.0%	1.4%	1.4%	0.0%	1.4%	1.4%	0.0%
			fi				b				b		
Mean	4.9	4.0	6.1	---	4.7	4.5	4.4	5.3	5.3	4.7	4.3	5.0	4.0
SD	1.4	2.0	0.9	---	0.6	1.7	1.7	1.2	0.9	0.7	2.1	1.4	1.2
		b	adefIjL		b	b	b			1	B	b	Bh

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

Topic 9: Marketing Analytics

How challenging was it to find the right talent?

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
1=Not Challenging	1	0	0	0	0	0	1	0	0	0	0	1	0
	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	4.0%	0.0%
	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	0.0%	0.0%	0.0%	1.3%	0.0%
2=	1	0	4	0	0	0	0	0	3	2	3	0	2
	4.3%	0.0%	22.2%	0.0%	0.0%	0.0%	0.0%	0.0%	12.5%	22.2%	11.1%	0.0%	7.7%
	1.3%	0.0%	5.1%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%	2.8%	3.8%	0.0%	2.6%
			c	b									
3=	2	1	2	0	0	0	0	2	3	0	2	1	1
	8.7%	4.3%	11.1%	0.0%	0.0%	0.0%	0.0%	22.2%	12.5%	0.0%	7.4%	4.0%	3.8%
	2.5%	1.3%	2.5%	0.0%	0.0%	0.0%	0.0%	2.8%	4.2%	0.0%	2.6%	1.3%	1.3%
4=	4	8	0	5	2	0	3	2	3	2	8	5	4
	17.4%	34.8%	0.0%	33.3%	28.6%	0.0%	25.0%	22.2%	12.5%	22.2%	29.6%	20.0%	15.4%
	5.1%	10.1%	0.0%	6.3%	2.8%	0.0%	4.2%	2.8%	4.2%	2.8%	10.3%	6.4%	5.1%
		C	Bd	c									
5=	9	5	6	3	1	6	3	2	7	4	6	11	6
	39.1%	21.7%	33.3%	20.0%	14.3%	60.0%	25.0%	22.2%	29.2%	44.4%	22.2%	44.0%	23.1%
	11.4%	6.3%	7.6%	3.8%	1.4%	8.5%	4.2%	2.8%	9.9%	5.6%	7.7%	14.1%	7.7%
6=	5	4	5	4	2	2	3	2	6	1	6	6	6
	21.7%	17.4%	27.8%	26.7%	28.6%	20.0%	25.0%	22.2%	25.0%	11.1%	22.2%	24.0%	23.1%
	6.3%	5.1%	6.3%	5.1%	2.8%	2.8%	4.2%	2.8%	8.5%	1.4%	7.7%	7.7%	7.7%
7=Extremely Challenging	1	5	1	3	2	2	2	1	2	0	2	1	7
	4.3%	21.7%	5.6%	20.0%	28.6%	20.0%	16.7%	11.1%	8.3%	0.0%	7.4%	4.0%	26.9%
	1.3%	6.3%	1.3%	3.8%	2.8%	2.8%	2.8%	1.4%	2.8%	0.0%	2.6%	1.3%	9.0%
												c	b
Mean	4.7	5.2	4.5	5.3	5.6	5.6	5.0	4.8	4.7	4.2	4.6	4.9	5.3
SD	1.4	1.3	1.7	1.2	1.3	0.8	1.7	1.4	1.5	1.4	1.4	1.2	1.5
						f				b			

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

Topic 9: Marketing Analytics

Check all of the areas in which you are using marketing analytics to drive decision making?

N=410

	Total	Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
						Industry Sector							
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	4.4%	4.9%	0.7%	1.2%	1.7%	10.0%	4.6%	5.6%	5.9%	2.2%	9.5%	3.4%
	100.0%	4.4%	4.9%	0.7%	1.2%	1.7%	10.0%	4.6%	5.6%	5.9%	2.2%	9.5%	3.4%
Customer acquisition	130	8	13	0	3	4	20	11	15	15	6	19	10
	31.7%	44.4%	65.0%	0.0%	60.0%	57.1%	48.8%	57.9%	65.2%	62.5%	66.7%	48.7%	71.4%
	31.7%	2.0%	3.2%	0.0%	0.7%	1.0%	4.9%	2.7%	3.7%	3.7%	1.5%	4.6%	2.4%
			c	bhl					c				c
Digital marketing	117	12	15	0	4	3	15	8	15	11	7	16	4
	28.5%	66.7%	75.0%	0.0%	80.0%	42.9%	36.6%	42.1%	65.2%	45.8%	77.8%	41.0%	28.6%
	28.5%	2.9%	3.7%	0.0%	1.0%	0.7%	3.7%	2.0%	3.7%	2.7%	1.7%	3.9%	1.0%
		cfl	cFgkl	abhj			aBhj	b	cfl		cfl	b	abhj
Customer retention	113	8	14	1	3	5	10	12	14	14	6	10	10
	27.6%	44.4%	70.0%	33.3%	60.0%	71.4%	24.4%	63.2%	60.9%	58.3%	66.7%	25.6%	71.4%
	27.6%	2.0%	3.4%	0.2%	0.7%	1.2%	2.4%	2.9%	3.4%	3.4%	1.5%	2.4%	2.4%
			FK			fk	BeGHIjL	FK	FK	Fk	fk	BeGHijL	FK
Promotion	97	12	11	0	3	1	13	8	12	9	5	10	8
	23.7%	66.7%	55.0%	0.0%	60.0%	14.3%	31.7%	42.1%	52.2%	37.5%	55.6%	25.6%	57.1%
	23.7%	2.9%	2.7%	0.0%	0.7%	0.2%	3.2%	2.0%	2.9%	2.2%	1.2%	2.4%	2.0%
		cefK	k	a		a	a		k			Abhl	k
Pricing	95	15	3	1	3	3	14	13	6	13	3	5	9
	23.2%	83.3%	15.0%	33.3%	60.0%	42.9%	34.1%	68.4%	26.1%	54.2%	33.3%	12.8%	64.3%
	23.2%	3.7%	0.7%	0.2%	0.7%	0.7%	3.4%	3.2%	1.5%	3.2%	0.7%	1.2%	2.2%
		BFHjK	AdGiL		bk		Agk	BfHK	AGl	bK	a	AdfGIL	BhK
Branding	90	11	8	1	3	3	11	9	7	10	4	14	3
	22.0%	61.1%	40.0%	33.3%	60.0%	42.9%	26.8%	47.4%	30.4%	41.7%	44.4%	35.9%	21.4%
	22.0%	2.7%	2.0%	0.2%	0.7%	0.7%	2.7%	2.2%	1.7%	2.4%	1.0%	3.4%	0.7%
		fl					a						a
Marketing mix	89	13	9	0	2	3	11	3	11	10	5	11	5
	21.7%	72.2%	45.0%	0.0%	40.0%	42.9%	26.8%	15.8%	47.8%	41.7%	55.6%	28.2%	35.7%
	21.7%	3.2%	2.2%	0.0%	0.5%	0.7%	2.7%	0.7%	2.7%	2.4%	1.2%	2.7%	1.2%
		cFGKl		a			A	Ahj	g			g	A	a

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

Topic 9: Marketing Analytics

Check all of the areas in which you are using marketing analytics to drive decision making?

N=410	Total	Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
Social media	86	9	9	1	0	3	9	7	11	8	5	15	4
	21.0%	50.0%	45.0%	33.3%	0.0%	42.9%	22.0%	36.8%	47.8%	33.3%	55.6%	38.5%	28.6%
	21.0%	2.2%	2.2%	0.2%	0.0%	0.7%	2.2%	1.7%	2.7%	2.0%	1.2%	3.7%	1.0%
		f					ahj		f		f		
Product line/assortment optimization	77	10	8	0	3	1	13	7	6	12	3	6	3
	18.8%	55.6%	40.0%	0.0%	60.0%	14.3%	31.7%	36.8%	26.1%	50.0%	33.3%	15.4%	21.4%
	18.8%	2.4%	2.0%	0.0%	0.7%	0.2%	3.2%	1.7%	1.5%	2.9%	0.7%	1.5%	0.7%
		K	k		k					K		AbdI	
Multichannel marketing	55	6	7	0	2	3	6	5	6	7	2	8	1
	13.4%	33.3%	35.0%	0.0%	40.0%	42.9%	14.6%	26.3%	26.1%	29.2%	22.2%	20.5%	7.1%
	13.4%	1.5%	1.7%	0.0%	0.5%	0.7%	1.5%	1.2%	1.5%	1.7%	0.5%	2.0%	0.2%
Recommendation engine	30	3	3	0	1	3	4	3	4	2	1	4	1
	7.3%	16.7%	15.0%	0.0%	20.0%	42.9%	9.8%	15.8%	17.4%	8.3%	11.1%	10.3%	7.1%
	7.3%	0.7%	0.7%	0.0%	0.2%	0.7%	1.0%	0.7%	1.0%	0.5%	0.2%	1.0%	0.2%
						fik	e			e		e	
Other areas:	10	0	3	1	0	1	1	0	1	0	1	1	1
	2.4%	0.0%	15.0%	33.3%	0.0%	14.3%	2.4%	0.0%	4.3%	0.0%	11.1%	2.6%	7.1%
	2.4%	0.0%	0.7%	0.2%	0.0%	0.2%	0.2%	0.0%	0.2%	0.0%	0.2%	0.2%	0.2%
		c		afgIk			c	c		C		c	

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

Topic 9: Marketing Analytics

Check all of the areas in which you are using marketing analytics to drive decision making?

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	32.7%	30.7%	18.3%	15.6%	15.1%	8.3%	8.3%	5.4%	11.5%	3.7%	33.4%	25.9%	16.6%
	32.7%	30.7%	18.3%	15.6%	15.1%	8.3%	8.3%	5.4%	11.5%	3.7%	33.4%	25.9%	16.6%
Customer acquisition	41	34	25	27	30	15	20	11	34	11	48	41	38
	30.6%	27.0%	33.3%	42.2%	48.4%	44.1%	58.8%	50.0%	72.3%	73.3%	35.0%	38.7%	55.9%
	10.0%	8.3%	6.1%	6.6%	7.3%	3.7%	4.9%	2.7%	8.3%	2.7%	11.7%	10.0%	9.3%
		d		b	e	e			ab		C	c	Ab
Digital marketing	31	37	27	19	26	15	20	14	27	8	41	38	34
	23.1%	29.4%	36.0%	29.7%	41.9%	44.1%	58.8%	63.6%	57.4%	53.3%	29.9%	35.8%	50.0%
	7.6%	9.0%	6.6%	4.6%	6.3%	3.7%	4.9%	3.4%	6.6%	2.0%	10.0%	9.3%	8.3%
	c		a								C		A
Customer retention	28	28	25	29	25	11	14	11	33	10	40	34	35
	20.9%	22.2%	33.3%	45.3%	40.3%	32.4%	41.2%	50.0%	70.2%	66.7%	29.2%	32.1%	51.5%
	6.8%	6.8%	6.1%	7.1%	6.1%	2.7%	3.4%	2.7%	8.0%	2.4%	9.8%	8.3%	8.5%
	cD	D	a	AB	E	Ef	e		ABc	b	C	c	Ab
Promotion	28	21	27	19	27	11	16	8	22	7	33	37	24
	20.9%	16.7%	36.0%	29.7%	43.5%	32.4%	47.1%	36.4%	46.8%	46.7%	24.1%	34.9%	35.3%
	6.8%	5.1%	6.6%	4.6%	6.6%	2.7%	3.9%	2.0%	5.4%	1.7%	8.0%	9.0%	5.9%
	c	Cd	aB	b									
Pricing	32	20	27	14	16	11	14	9	28	9	34	35	23
	23.9%	15.9%	36.0%	21.9%	25.8%	32.4%	41.2%	40.9%	59.6%	60.0%	24.8%	33.0%	33.8%
	7.8%	4.9%	6.6%	3.4%	3.9%	2.7%	3.4%	2.2%	6.8%	2.2%	8.3%	8.5%	5.6%
		C	B		Ef	e			Ab	a			
Branding	18	31	20	18	26	9	12	9	19	8	36	29	23
	13.4%	24.6%	26.7%	28.1%	41.9%	26.5%	35.3%	40.9%	40.4%	53.3%	26.3%	27.4%	33.8%
	4.4%	7.6%	4.9%	4.4%	6.3%	2.2%	2.9%	2.2%	4.6%	2.0%	8.8%	7.1%	5.6%
	bcd	a	a	a									
Marketing mix	25	24	20	18	23	10	13	7	20	8	34	28	26
	18.7%	19.0%	26.7%	28.1%	37.1%	29.4%	38.2%	31.8%	42.6%	53.3%	24.8%	26.4%	38.2%
	6.1%	5.9%	4.9%	4.4%	5.6%	2.4%	3.2%	1.7%	4.9%	2.0%	8.3%	6.8%	6.3%
												c	a

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

Topic 9: Marketing Analytics

Check all of the areas in which you are using marketing analytics to drive decision making?

N=410	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
Social media	18	29	20	17	20	11	14	6	22	5	32	29	21
	13.4%	23.0%	26.7%	26.6%	32.3%	32.4%	41.2%	27.3%	46.8%	33.3%	23.4%	27.4%	30.9%
	4.4%	7.1%	4.9%	4.1%	4.9%	2.7%	3.4%	1.5%	5.4%	1.2%	7.8%	7.1%	5.1%
	bcd	a	a	a									
Product line/assortment optimization	25	15	19	16	18	15	8	5	19	5	28	27	20
	18.7%	11.9%	25.3%	25.0%	29.0%	44.1%	23.5%	22.7%	40.4%	33.3%	20.4%	25.5%	29.4%
	6.1%	3.7%	4.6%	3.9%	4.4%	3.7%	2.0%	1.2%	4.6%	1.2%	6.8%	6.6%	4.9%
		cd	b	b									
Multichannel marketing	11	22	7	12	15	4	7	5	11	10	16	23	15
	8.2%	17.5%	9.3%	18.8%	24.2%	11.8%	20.6%	22.7%	23.4%	66.7%	11.7%	21.7%	22.1%
	2.7%	5.4%	1.7%	2.9%	3.7%	1.0%	1.7%	1.2%	2.7%	2.4%	3.9%	5.6%	3.7%
	bd	a		a	F	F	F	f	F	ABCdE	b	a	
Recommendation engine	12	4	6	7	4	2	5	5	10	2	11	10	8
	9.0%	3.2%	8.0%	10.9%	6.5%	5.9%	14.7%	22.7%	21.3%	13.3%	8.0%	9.4%	11.8%
	2.9%	1.0%	1.5%	1.7%	1.0%	0.5%	1.2%	1.2%	2.4%	0.5%	2.7%	2.4%	2.0%
		d		b	de				a	a			
Other areas:	3	3	2	2	1	2	1	0	5	1	5	2	3
	2.2%	2.4%	2.7%	3.1%	1.6%	5.9%	2.9%	0.0%	10.6%	6.7%	3.6%	1.9%	4.4%
	0.7%	0.7%	0.5%	0.5%	0.2%	0.5%	0.2%	0.0%	1.2%	0.2%	1.2%	0.5%	0.7%
					e				a				

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=410

	Total	Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
												Industry Sector	
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
B2B - Product	134	3	1	1	1	4	36	5	14	1	0	5	3
	33.6%	16.7%	5.0%	33.3%	20.0%	57.1%	92.3%	29.4%	60.9%	4.2%	0.0%	13.2%	21.4%
	33.6%	1.4%	0.5%	0.5%	0.5%	1.8%	16.6%	2.3%	6.5%	0.5%	0.0%	2.3%	1.4%
		FH	EFH	F	F	BfIjk	ABCDeGHIJKL	Fi	ABFIJKl	EFgH	eFH	eFH	Fh
B2B - Services	126	2	9	2	2	2	1	1	5	11	0	29	2
	31.6%	11.1%	45.0%	66.7%	40.0%	28.6%	2.6%	5.9%	21.7%	45.8%	0.0%	76.3%	14.3%
	31.6%	0.9%	4.1%	0.9%	0.9%	0.9%	0.5%	0.5%	2.3%	5.1%	0.0%	13.4%	0.9%
		bciK	aFgjk	aFgj	F	fk	BCDehIK	bcIK	fK	aFGjk	bciK	AbeFGHiJL	K
B2C - Product	75	13	4	0	1	0	2	9	3	4	1	0	4
	18.8%	72.2%	20.0%	0.0%	20.0%	0.0%	5.1%	52.9%	13.0%	16.7%	11.1%	0.0%	28.6%
	18.8%	6.0%	1.8%	0.0%	0.5%	0.0%	0.9%	4.1%	1.4%	1.8%	0.5%	0.0%	1.8%
		BcdEFHIJKl	AgK	a	aK	Ag	AGl	beFHijK	AGk	Agk	Agk	ABDGhijL	afK
B2C - Services	64	0	6	0	1	1	0	2	1	8	8	4	5
	16.0%	0.0%	30.0%	0.0%	20.0%	14.3%	0.0%	11.8%	4.3%	33.3%	88.9%	10.5%	35.7%
	16.0%	0.0%	2.8%	0.0%	0.5%	0.5%	0.0%	0.9%	0.5%	3.7%	3.7%	1.8%	2.3%
		bIJL	aFhJ	j	Fj	fJ	BDegIJkL	fJ	biJl	AFhJk	ABcdEFGHIKl	fiJl	AFhjk

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=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
B2B - Product	134	0	0	0	12	18	15	7	15	4	48	45	14
	100.0%	0.0%	0.0%	0.0%	19.7%	56.3%	45.5%	31.8%	31.9%	28.6%	35.8%	43.3%	21.2%
	33.6%	0.0%	0.0%	0.0%	5.7%	8.6%	7.2%	3.3%	7.2%	1.9%	15.8%	14.8%	4.6%
	BCD	A	A	A	BC	Ae	A		b		c	C	aB
B2B - Services	0	126	0	0	27	6	9	7	10	4	52	24	19
	0.0%	100.0%	0.0%	0.0%	44.3%	18.8%	27.3%	31.8%	21.3%	28.6%	38.8%	23.1%	28.8%
	0.0%	31.6%	0.0%	0.0%	12.9%	2.9%	4.3%	3.3%	4.8%	1.9%	17.1%	7.9%	6.3%
	B	ACD	B	B	be	a			a		b		a
B2C - Product	0	0	75	0	8	5	7	5	14	3	18	22	16
	0.0%	0.0%	100.0%	0.0%	13.1%	15.6%	21.2%	22.7%	29.8%	21.4%	13.4%	21.2%	24.2%
	0.0%	0.0%	18.8%	0.0%	3.8%	2.4%	3.3%	2.4%	6.7%	1.4%	5.9%	7.2%	5.3%
	C	C	ABD	C	e				a				
B2C - Services	0	0	0	64	14	3	2	3	8	3	16	13	17
	0.0%	0.0%	0.0%	100.0%	23.0%	9.4%	6.1%	13.6%	17.0%	21.4%	11.9%	12.5%	25.8%
	0.0%	0.0%	0.0%	16.0%	6.7%	1.4%	1.0%	1.4%	3.8%	1.4%	5.3%	4.3%	5.6%
	D	D	D	ABC	c		a				c	c	ab

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Manufacturing	36	1	2	0	6	11	10	5	7	2	20	18	3
	48.6%	1.5%	4.9%	0.0%	9.7%	32.4%	29.4%	25.0%	15.2%	13.3%	20.4%	24.0%	6.8%
	16.6%	0.5%	0.9%	0.0%	2.8%	5.2%	4.7%	2.4%	3.3%	0.9%	9.2%	8.3%	1.4%
	BCD	A	A	A	Bc	A	a				c	c	ab
Professional Services/ Consulting	5	29	0	4	19	4	5	2	5	0	27	4	6
	6.8%	43.9%	0.0%	11.1%	30.6%	11.8%	14.7%	10.0%	10.9%	0.0%	27.6%	5.3%	13.6%
	2.3%	13.4%	0.0%	1.8%	9.0%	1.9%	2.4%	0.9%	2.4%	0.0%	12.4%	1.8%	2.8%
	B	ACD	Bd	Bc	bef	a			a	a	B	A	
Banking/Finance/ Insurance	1	11	4	8	7	4	3	0	5	3	11	8	5
	1.4%	16.7%	9.8%	22.2%	11.3%	11.8%	8.8%	0.0%	10.9%	20.0%	11.2%	10.7%	11.4%
	0.5%	5.1%	1.8%	3.7%	3.3%	1.9%	1.4%	0.0%	2.4%	1.4%	5.1%	3.7%	2.3%
	BcD	A	a	A				f		d			
Technology [Software/ Biotech]	14	5	3	1	8	6	2	0	4	2	9	8	5
	18.9%	7.6%	7.3%	2.8%	12.9%	17.6%	5.9%	0.0%	8.7%	13.3%	9.2%	10.7%	11.4%
	6.5%	2.3%	1.4%	0.5%	3.8%	2.8%	0.9%	0.0%	1.9%	0.9%	4.1%	3.7%	2.3%
	d			a									
Communications/Media	1	9	4	6	5	4	2	3	4	1	4	8	7
	1.4%	13.6%	9.8%	16.7%	8.1%	11.8%	5.9%	15.0%	8.7%	6.7%	4.1%	10.7%	15.9%
	0.5%	4.1%	1.8%	2.8%	2.4%	1.9%	0.9%	1.4%	1.9%	0.5%	1.8%	3.7%	3.2%
	BcD	A	a	A							c		a
Retail/Wholesale	5	1	9	2	5	2	3	4	2	2	5	10	4
	6.8%	1.5%	22.0%	5.6%	8.1%	5.9%	8.8%	20.0%	4.3%	13.3%	5.1%	13.3%	9.1%
	2.3%	0.5%	4.1%	0.9%	2.4%	0.9%	1.4%	1.9%	0.9%	0.9%	2.3%	4.6%	1.8%
	c	C	aBd	c				e	d				
Consumer Packaged Goods	3	2	13	0	4	1	3	2	7	1	5	8	4
	4.1%	3.0%	31.7%	0.0%	6.5%	2.9%	8.8%	10.0%	15.2%	6.7%	5.1%	10.7%	9.1%
	1.4%	0.9%	6.0%	0.0%	1.9%	0.5%	1.4%	0.9%	3.3%	0.5%	2.3%	3.7%	1.8%
	C	C	ABD	C									

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=410

	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
Health Care/ Pharmaceutical	3	2	4	5	3	0	4	1	3	1	8	5	1
	4.1%	3.0%	9.8%	13.9%	4.8%	0.0%	11.8%	5.0%	6.5%	6.7%	8.2%	6.7%	2.3%
	1.4%	0.9%	1.8%	2.3%	1.4%	0.0%	1.9%	0.5%	1.4%	0.5%	3.7%	2.3%	0.5%
		d		b		c	b						
Consumer Services	0	0	1	8	4	1	0	1	3	0	1	1	7
	0.0%	0.0%	2.4%	22.2%	6.5%	2.9%	0.0%	5.0%	6.5%	0.0%	1.0%	1.3%	15.9%
	0.0%	0.0%	0.5%	3.7%	1.9%	0.5%	0.0%	0.5%	1.4%	0.0%	0.5%	0.5%	3.2%
	D	D	D	ABC							C	C	AB
Energy	4	2	0	1	0	0	0	2	3	2	5	2	0
	5.4%	3.0%	0.0%	2.8%	0.0%	0.0%	0.0%	10.0%	6.5%	13.3%	5.1%	2.7%	0.0%
	1.8%	0.9%	0.0%	0.5%	0.0%	0.0%	0.0%	0.9%	1.4%	0.9%	2.3%	0.9%	0.0%
					deF	f	f	a	a	Abc			
Transportation	1	2	1	1	1	0	1	0	2	1	1	2	2
	1.4%	3.0%	2.4%	2.8%	1.6%	0.0%	2.9%	0.0%	4.3%	6.7%	1.0%	2.7%	4.5%
	0.5%	0.9%	0.5%	0.5%	0.5%	0.0%	0.5%	0.0%	0.9%	0.5%	0.5%	0.9%	0.9%
Mining/Construction	1	2	0	0	0	1	1	0	1	0	2	1	0
	1.4%	3.0%	0.0%	0.0%	0.0%	2.9%	2.9%	0.0%	2.2%	0.0%	2.0%	1.3%	0.0%
	0.5%	0.9%	0.0%	0.0%	0.0%	0.5%	0.5%	0.0%	0.5%	0.0%	0.9%	0.5%	0.0%

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=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Public/NYSE/AMEX	64	9	7	0	1	5	12	2	6	10	4	4	4
	28.7%	50.0%	35.0%	0.0%	20.0%	71.4%	30.0%	10.5%	26.1%	41.7%	44.4%	10.5%	30.8%
	28.7%	4.1%	3.2%	0.0%	0.5%	2.3%	5.5%	0.9%	2.7%	4.6%	1.8%	1.8%	1.8%
		gK	k			fGhK	ek	aEi	e	gK	k	AbEfIj	
Public/NASDAQ	16	1	2	0	1	0	5	1	3	0	0	1	2
	7.2%	5.6%	10.0%	0.0%	20.0%	0.0%	12.5%	5.3%	13.0%	0.0%	0.0%	2.6%	15.4%
	7.2%	0.5%	0.9%	0.0%	0.5%	0.0%	2.3%	0.5%	1.4%	0.0%	0.0%	0.5%	0.9%
					i					d			
Private	136	7	10	3	3	2	23	16	14	14	3	30	7
	61.0%	38.9%	50.0%	100.0%	60.0%	28.6%	57.5%	84.2%	60.9%	58.3%	33.3%	78.9%	53.8%
	61.0%	3.2%	4.6%	1.4%	1.4%	0.9%	10.5%	7.3%	6.4%	6.4%	1.4%	13.7%	3.2%
		GK	gk				gK	gk	Abefj			gK	AbEfJ
Nonprofit	7	1	1	0	0	0	0	0	0	0	2	3	0
	3.1%	5.6%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	22.2%	7.9%	0.0%
	3.1%	0.5%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	1.4%	0.0%
							J	j	j	j	Fghi		

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=410	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Public/NYSE/AMEX	19	16	16	12	3	4	7	9	24	13	28	21	14
	26.4%	24.2%	38.1%	31.6%	4.8%	12.1%	20.6%	42.9%	52.2%	86.7%	29.2%	28.0%	31.1%
	8.7%	7.3%	7.3%	5.5%	1.4%	1.9%	3.3%	4.3%	11.4%	6.2%	13.0%	9.7%	6.5%
					cDEF	dEF	aEF	Abf	ABCf	ABCde			
Public/NASDAQ	10	2	2	2	0	0	3	1	12	0	7	8	1
	13.9%	3.0%	4.8%	5.3%	0.0%	0.0%	8.8%	4.8%	26.1%	0.0%	7.3%	10.7%	2.2%
	4.6%	0.9%	0.9%	0.9%	0.0%	0.0%	1.4%	0.5%	5.7%	0.0%	3.2%	3.7%	0.5%
	b	a			cE	E	a	e	ABdf	e			
Private	41	46	24	21	54	29	23	11	10	2	59	45	26
	56.9%	69.7%	57.1%	55.3%	87.1%	87.9%	67.6%	52.4%	21.7%	13.3%	61.5%	60.0%	57.8%
	18.8%	21.1%	11.0%	9.6%	25.6%	13.7%	10.9%	5.2%	4.7%	0.9%	27.3%	20.8%	12.0%
					cDEF	DEF	aEF	ABef	ABCd	ABCd			
Nonprofit	2	2	0	3	5	0	1	0	0	0	2	1	4
	2.8%	3.0%	0.0%	7.9%	8.1%	0.0%	2.9%	0.0%	0.0%	0.0%	2.1%	1.3%	8.9%
	0.9%	0.9%	0.0%	1.4%	2.4%	0.0%	0.5%	0.0%	0.0%	0.0%	0.9%	0.5%	1.9%
												c	b

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

Appendix: Firm-level Descriptive Information

What was your firm's sales revenue in last 12 months?

N=410	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	410	18	20	3	5	7	41	19	23	24	9	39	14
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
	100.0%	8.1%	9.0%	1.4%	2.3%	3.2%	18.5%	8.6%	10.4%	10.8%	4.1%	17.6%	6.3%
Less than $25 million	62	4	5	0	1	0	6	5	8	7	4	19	3
	29.0%	22.2%	26.3%	0.0%	20.0%	0.0%	14.6%	27.8%	36.4%	31.8%	44.4%	54.3%	25.0%
	29.0%	1.9%	2.4%	0.0%	0.5%	0.0%	2.8%	2.4%	3.8%	3.3%	1.9%	9.0%	1.4%
		k					k	jK			f	aeF	
$26-99 million	34	1	4	1	0	0	11	2	6	4	1	4	0
	15.9%	5.6%	21.1%	33.3%	0.0%	0.0%	26.8%	11.1%	27.3%	18.2%	11.1%	11.4%	0.0%
	15.9%	0.5%	1.9%	0.5%	0.0%	0.0%	5.2%	0.9%	2.8%	1.9%	0.5%	1.9%	0.0%
							l						f
$100-499 million	34	3	2	1	1	0	10	3	2	3	0	5	4
	15.9%	16.7%	10.5%	33.3%	20.0%	0.0%	24.4%	16.7%	9.1%	13.6%	0.0%	14.3%	33.3%
	15.9%	1.4%	0.9%	0.5%	0.5%	0.0%	4.7%	1.4%	0.9%	1.4%	0.0%	2.4%	1.9%
$500-999 million	22	2	3	0	0	2	5	4	0	0	1	2	1
	10.3%	11.1%	15.8%	0.0%	0.0%	28.6%	12.2%	22.2%	0.0%	0.0%	11.1%	5.7%	8.3%
	10.3%	0.9%	1.4%	0.0%	0.0%	0.9%	2.4%	1.9%	0.0%	0.0%	0.5%	0.9%	0.5%
						hi		hi	eg	eg			
$1-2.5 billion	24	2	1	1	0	1	5	0	2	4	3	2	2
	11.2%	11.1%	5.3%	33.3%	0.0%	14.3%	12.2%	0.0%	9.1%	18.2%	33.3%	5.7%	16.7%
	11.2%	0.9%	0.5%	0.5%	0.0%	0.5%	2.4%	0.0%	0.9%	1.9%	1.4%	0.9%	0.9%
				g					cj			gk	j
$2.6-5 billion	14	2	3	0	2	1	1	1	0	1	0	2	1
	6.5%	11.1%	15.8%	0.0%	40.0%	14.3%	2.4%	5.6%	0.0%	4.5%	0.0%	5.7%	8.3%
	6.5%	0.9%	1.4%	0.0%	0.9%	0.5%	0.5%	0.5%	0.0%	0.5%	0.0%	0.9%	0.5%
					FHik		D			D	d		d
$5.1-9.9 billion	9	3	0	0	0	1	1	1	2	0	0	1	0
	4.2%	16.7%	0.0%	0.0%	0.0%	14.3%	2.4%	5.6%	9.1%	0.0%	0.0%	2.9%	0.0%
	4.2%	1.4%	0.0%	0.0%	0.0%	0.5%	0.5%	0.5%	0.9%	0.0%	0.0%	0.5%	0.0%

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

Appendix: Firm-level Descriptive Information

What was your firm's sales revenue in last 12 months?

N=410

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun-ications Media B	Mining Construc-tion C	Trans-portation D	Energy E	Manufact-uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult-ing K	Health-care Pharmac. L
$10-49 billion	9	0	1	0	0	1	1	2	1	3	0	0	0
	4.2%	0.0%	5.3%	0.0%	0.0%	14.3%	2.4%	11.1%	4.5%	13.6%	0.0%	0.0%	0.0%
	4.2%	0.0%	0.5%	0.0%	0.0%	0.5%	0.5%	0.9%	0.5%	1.4%	0.0%	0.0%	0.0%
						k		k		k		egi	
$50-100 billion	1	0	0	0	0	0	1	0	0	0	0	0	0
	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
More than $100+ billion	5	1	0	0	1	1	0	0	1	0	0	0	1
	2.3%	5.6%	0.0%	0.0%	20.0%	14.3%	0.0%	0.0%	4.5%	0.0%	0.0%	0.0%	8.3%
	2.3%	0.5%	0.0%	0.0%	0.5%	0.5%	0.0%	0.0%	0.5%	0.0%	0.0%	0.0%	0.5%
					Fik	fk	De			d		de	

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

Appendix: Firm-level Descriptive Information

What was your firm's sales revenue in last 12 months?

N=410

	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	134	126	75	64	62	34	34	22	47	15	137	106	68
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
	33.6%	31.6%	18.8%	16.0%	29.0%	15.9%	15.9%	10.3%	22.0%	7.0%	44.1%	34.1%	21.9%
Less than $25 million	12	27	8	14	62	0	0	0	0	0	31	13	17
	16.9%	42.9%	19.0%	42.4%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	34.1%	17.1%	40.5%
	5.7%	12.9%	3.8%	6.7%	29.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.8%	6.2%	8.1%
	BD	Ac	bd	Ac	BCDEF	A	A	A	A	A	b	aC	B
$26-99 million	18	6	5	3	0	34	0	0	0	0	15	13	4
	25.4%	9.5%	11.9%	9.1%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	16.5%	17.1%	9.5%
	8.6%	2.9%	2.4%	1.4%	0.0%	15.9%	0.0%	0.0%	0.0%	0.0%	7.2%	6.2%	1.9%
	b	a			B	ACDEF	B	B	B	B			
$100-499 million	15	9	7	2	0	0	34	0	0	0	17	11	6
	21.1%	14.3%	16.7%	6.1%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	18.7%	14.5%	14.3%
	7.2%	4.3%	3.3%	1.0%	0.0%	0.0%	15.9%	0.0%	0.0%	0.0%	8.1%	5.3%	2.9%
					C	C	ABDEF	C	C	C			
$500-999 million	7	7	5	3	0	0	0	22	0	0	7	12	3
	9.9%	11.1%	11.9%	9.1%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	7.7%	15.8%	7.1%
	3.3%	3.3%	2.4%	1.4%	0.0%	0.0%	0.0%	10.3%	0.0%	0.0%	3.3%	5.7%	1.4%
					D	D	D	ABCEF	D	D			
$1-2.5 billion	8	5	7	4	0	0	0	0	24	0	9	8	6
	11.3%	7.9%	16.7%	12.1%	0.0%	0.0%	0.0%	0.0%	51.1%	0.0%	9.9%	10.5%	14.3%
	3.8%	2.4%	3.3%	1.9%	0.0%	0.0%	0.0%	0.0%	11.2%	0.0%	4.3%	3.8%	2.9%
					E	E	E	E	ABCDF	E			
$2.6-5 billion	4	2	4	4	0	0	0	0	14	0	4	8	2
	5.6%	3.2%	9.5%	12.1%	0.0%	0.0%	0.0%	0.0%	29.8%	0.0%	4.4%	10.5%	4.8%
	1.9%	1.0%	1.9%	1.9%	0.0%	0.0%	0.0%	0.0%	6.5%	0.0%	1.9%	3.8%	1.0%
					E	E	E	E	ABCDf	e			
$5.1-9.9 billion	3	3	3	0	0	0	0	0	9	0	5	2	1
	4.2%	4.8%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	19.1%	0.0%	5.5%	2.6%	2.4%
	1.4%	1.4%	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%	0.0%	2.4%	1.0%	0.5%
					E	E	E	e	ABCd				

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

Appendix: Firm-level Descriptive Information

What was your firm's sales revenue in last 12 months?

N=410	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
$10-49 billion	2	3	1	2	0	0	0	0	0	9	2	6	1
	2.8%	4.8%	2.4%	6.1%	0.0%	0.0%	0.0%	0.0%	0.0%	60.0%	2.2%	7.9%	2.4%
	1.0%	1.4%	0.5%	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%	1.0%	2.9%	0.5%
					F	F	F	F	F	ABCDE			
$50-100 billion	1	0	0	0	0	0	0	0	0	1	0	1	0
	1.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%	1.3%	0.0%
	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.5%	0.0%	0.5%	0.0%
					f					a			
More than $100+ billion	1	1	2	1	0	0	0	0	0	5	1	2	2
	1.4%	1.6%	4.8%	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	1.1%	2.6%	4.8%
	0.5%	0.5%	1.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	2.3%	0.5%	1.0%	1.0%
					F	F	F	F	F	ABCDE			

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