

RESULTS BY FIRM & INDUSTRY CHARACTERISTICS

February 2013

Survey Partners



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Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
3=More	264 56.4%	17 70.8% gk	11 55.0%	4 50.0%	5 62.5%	4 66.7%	19 55.9%	5 35.7% ahi	27 67.5% gk	24 68.6% gk	3 50.0%	20 43.5% ahi	15 51.7%
2=No Change	122 26.1%	5 20.8%	3 15.0%	3 37.5%	0 0.0%	1 16.7%	8 23.5%	4 28.6%	10 25.0%	6 17.1%	1 16.7%	15 32.6%	9 31.0%
1=Less	82 17.5%	2 8.3% g	6 30.0% h	1 12.5%	3 37.5% h	1 16.7%	7 20.6%	5 35.7% ah	3 7.5% bdgk	5 14.3%	2 33.3%	11 23.9% h	5 17.2%
Mean	2.4	2.6	2.3	2.4	2.3	2.5	2.4	2.0	2.6	2.5	2.2	2.2	2.3
SD	0.8	0.6 gk	0.9	0.7	1.0	0.8	0.8	0.9 aHi	0.6 Gk	0.7 g	1.0	0.8 ah	0.8

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
3=More	70 57.4%	55 53.9%	43 61.4%	23 52.3%	53 57.0%	29 60.4%	19 48.7%	6 50.0%	30 62.5%	13 61.9%	90 60.8%	49 57.6%	48 59.3%
2=No Change	28 23.0%	27 26.5%	18 25.7%	13 29.5%	21 22.6%	7 14.6%	11 28.2%	3 25.0%	14 29.2%	5 23.8%	29 19.6%	25 29.4%	19 23.5%
1=Less	24 19.7%	20 19.6%	9 12.9%	8 18.2%	19 20.4%	12 25.0%	9 23.1%	3 25.0%	4 8.3%	3 14.3%	29 19.6%	11 12.9%	14 17.3%
Mean	2.4	2.3	2.5	2.3	2.4	2.4	2.3	2.3	2.5	2.5	2.4	2.4	2.4
SD	0.8	0.8	0.7	0.8	0.8	0.9	0.8	0.9	0.7	0.7	0.8	0.7	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 the U.S. economy on a scale from 0-100 with 0 being the least optimistic.

N=469 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6	46
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
Optimism rating	456	22	20	8	8	6	33	14	39	35	6	46	29
	62.7	64.3	52.2	59.8	56.0	55.5	60.1	59.3	65.1	66.2	63.3	63.8	62.8
	16.0	18.5	21.0	18.2	16.2	17.2	16.2	12.2	12.9	17.8	17.8	14.2	16.6
			Hik						B	b		b	

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Data are winsorized.

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
Optimism rating	119 61.8 15.9	100 62.5 16.7	65 62.2 17.2	44 60.3 15.3	92 62.6 16.4	48 62.6 17.9	37 61.0 16.2	12 60.3 16.8	47 60.3 15.1	21 66.9 15.3	145 63.9 15.1	84 60.5 16.0	78 64.0 16.5

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

Data are winsorized.

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
3=More	279 60.5%	15 65.2%	11 57.9% h	4 50.0%	6 75.0%	3 50.0%	22 64.7%	7 50.0% h	33 82.5% bgK	22 64.7%	4 66.7%	21 45.7% H	20 69.0%
2=No Change	114 24.7%	7 30.4% h	6 31.6% h	2 25.0%	1 12.5%	2 33.3%	8 23.5% k	2 14.3% k	4 10.0% abK	8 23.5% k	2 33.3%	21 45.7% fgHiL	3 10.3% K
1=Less	68 14.8%	1 4.3% g	2 10.5%	2 25.0%	1 12.5%	1 16.7%	4 11.8%	5 35.7% ahk	3 7.5% g	4 11.8%	0 0.0%	4 8.7% g	6 20.7%
Mean	2.5	2.6	2.5	2.3	2.6	2.3	2.5	2.1	2.8	2.5	2.7	2.4	2.5
SD	0.7	0.6	0.7	0.9	0.7	0.8	0.7	0.9 H	0.6 GK	0.7	0.5	0.6 H	0.8

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
3=More	80 67.2% b	54 52.9% a	43 61.4%	24 55.8%	58 63.0% b	38 80.9% aCe	20 51.3% B	7 58.3%	28 58.3% b	12 60.0%	93 64.6%	58 69.9%	46 56.8%
2=No Change	23 19.3% b	34 33.3% a	19 27.1%	8 18.6%	24 26.1%	6 12.8%	10 25.6%	4 33.3%	13 27.1%	6 30.0%	32 22.2%	14 16.9% c	27 33.3% b
1=Less	16 13.4%	14 13.7%	8 11.4%	11 25.6%	10 10.9%	3 6.4% c	9 23.1% b	1 8.3%	7 14.6%	2 10.0%	19 13.2%	11 13.3%	8 9.9%
Mean	2.5	2.4	2.5	2.3	2.5	2.7	2.3	2.5	2.4	2.5	2.5	2.6	2.5
SD	0.7	0.7	0.7	0.9	0.7	0.6 Ce	0.8 B	0.7	0.7 b	0.7	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

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

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Whole-sale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Number	469	24	20	8	8	6	34	14	40	35	6	46	29
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
Optimism rating	463	24	20	8	8	6	33	14	40	35	6	46	29
	72.4	72.7	65.7	65.9	76.3	73.3	70.2	68.6	76.8	73.4	74.2	72.8	70.5
	16.7	18.6	20.4	19.5	11.3	19.4	15.0	15.9	14.9	18.3	13.9	14.5	16.9
												h	
													b

Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01
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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=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
Optimism rating	121 73.1 16.3	100 71.1 17.4	68 70.1 17.4	44 69.5 18.1	93 72.1 17.3	48 74.3 15.8	38 67.4 16.1	12 73.8 14.9	48 70.8 16.7	21 77.2 16.2	147 73.0 16.3	84 70.9 17.2	79 72.1 16.7

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

Topic 1: Marketplace Dynamics - Customers

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
3=More	304 65.4%	18 75.0%	12 63.2%	4 50.0%	7 87.5%	4 66.7%	22 64.7%	8 61.5%	33 84.6%	23 65.7%	4 66.7%	25 54.3%	18 62.1%
2=No Change	90 19.4%	3 12.5%	3 15.8%	2 25.0%	1 12.5%	1 16.7%	6 17.6%	3 23.1%	4 10.3%	6 17.1%	2 33.3%	15 32.6%	5 17.2%
1=Less	71 15.3%	3 12.5%	4 21.1%	2 25.0%	0 0.0%	1 16.7%	6 17.6%	2 15.4%	2 5.1%	6 17.1%	0 0.0%	6 13.0%	6 20.7%
Mean	2.5	2.6	2.4	2.3	2.9	2.5	2.5	2.5	2.8	2.5	2.7	2.4	2.4
SD	0.7	0.7	0.8 h	0.9 h	0.4	0.8	0.8 h	0.8	0.5 bcfIKl	0.8 h	0.5	0.7 H	0.8 h

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Topic 1: Marketplace Dynamics - Customers

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

N=469	Economic Sector				Sales Revenue						Internet Sales %		
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	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
3=More	84 70.0%	66 64.7%	46 65.7%	24 54.5%	62 68.1%	39 81.3% Cde	20 52.6% Bf	6 50.0% b	30 62.5% b	17 81.0% c	100 68.0%	58 69.0%	52 65.8%
2=No Change	22 18.3%	20 19.6%	12 17.1%	8 18.2%	16 17.6%	5 10.4% c	12 31.6% b	3 25.0%	9 18.8%	3 14.3%	24 16.3%	16 19.0%	16 20.3%
1=Less	14 11.7% d	16 15.7%	12 17.1%	12 27.3% a	13 14.3%	4 8.3%	6 15.8%	3 25.0%	9 18.8%	1 4.8%	23 15.6%	10 11.9%	11 13.9%
Mean	2.6	2.5	2.5	2.3	2.5	2.7	2.4	2.3	2.4	2.8	2.5	2.6	2.5
SD	0.7 d	0.8	0.8	0.9 a	0.7	0.6 cde	0.8 bf	0.9 bf	0.8 b	0.5 cd	0.8	0.7	0.7

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Topic 1: Marketplace Dynamics - Customers

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

N=469 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6	46
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
Optimism rating	463	23	19	8	8	6	33	13	40	35	6	46	29
	70.2	74.9	67.2	67.1	72.5	70.8	63.7	69.7	75.8	69.3	70.0	69.5	65.7
	17.8	17.8	19.7	22.0	10.0	22.5	18.3	20.9	15.7	20.2	11.4	16.7	18.6
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Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01
Data are winsorized.

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.

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	Number	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
Optimism rating	119 71.1 18.1	102 69.7 16.2	68 69.9 18.8	44 66.4 19.6	91 70.5 18.7	48 70.9 17.1	38 68.2 17.6	12 67.6 16.4	47 67.4 19.6	21 72.5 19.1	146 70.1 18.2	83 69.8 18.1	80 69.9 17.2

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

Data are winsorized.

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome in the next 12 months: Customer's purchase volume

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
3=More	279 59.7%	19 79.2% ijK	11 55.0%	5 62.5%	7 87.5% k	3 50.0%	23 67.6%	7 50.0%	31 77.5% ijK	17 48.6% ah	2 33.3% ah	21 45.7% AdH	18 62.1%
2=No Change	120 25.7%	1 4.2% beGjK	7 35.0% a	2 25.0%	1 12.5%	2 33.3% a	7 20.6%	6 42.9% Ah	6 15.0% gi	14 40.0% Ah	2 33.3% a	15 32.6% A	6 20.7%
1=Less	68 14.6%	4 16.7%	2 10.0%	1 12.5%	0 0.0%	1 16.7%	4 11.8%	1 7.1%	3 7.5%	4 11.4%	2 33.3%	10 21.7%	5 17.2%
Mean	2.5	2.6	2.5	2.5	2.9	2.3	2.6	2.4	2.7	2.4	2.0	2.2	2.4
SD	0.7	0.8	0.7	0.8	0.4 jk	0.8	0.7	0.6	0.6 ijK	0.7 h	0.9 dh	0.8 dH	0.8

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome in the next 12 months: Customer's purchase volume

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
3=More	81 66.4% d	58 56.9%	44 62.0%	20 46.5% a	52 55.9% f	31 64.6%	24 61.5%	7 58.3%	29 60.4%	17 81.0% a	82 55.4%	57 67.1%	55 67.9%
2=No Change	25 20.5%	26 25.5%	20 28.2%	14 32.6%	29 31.2%	12 25.0%	10 25.6%	1 8.3%	11 22.9%	3 14.3%	46 31.1% c	17 20.0%	14 17.3% a
1=Less	16 13.1%	18 17.6%	7 9.9%	9 20.9%	12 12.9%	5 10.4%	5 12.8%	4 33.3% f	8 16.7%	1 4.8% d	20 13.5%	11 12.9%	12 14.8%
Mean	2.5	2.4	2.5	2.3	2.4	2.5	2.5	2.3	2.4	2.8	2.4	2.5	2.5
SD	0.7 d	0.8	0.7	0.8 a	0.7 f	0.7	0.7	1.0	0.8	0.5 a	0.7	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome in the next 12 months: Customer's price per unit

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmacia L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
3=More	153 32.8%	11 45.8%	6 30.0%	3 37.5%	3 37.5%	1 16.7%	14 41.2%	5 35.7%	13 32.5%	9 25.7%	1 16.7%	13 28.9%	7 24.1%
2=No Change	213 45.6%	11 45.8%	8 40.0%	3 37.5%	3 37.5%	4 66.7%	14 41.2%	8 57.1%	15 37.5%	16 45.7%	4 66.7%	24 53.3%	11 37.9%
1=Less	101 21.6%	2 8.3% hl	6 30.0%	2 25.0%	2 25.0%	1 16.7%	6 17.6%	1 7.1% 1	12 30.0% a	10 28.6%	1 16.7%	8 17.8%	11 37.9% ag
Mean	2.1	2.4	2.0	2.1	2.1	2.0	2.2	2.3	2.0	2.0	2.0	2.1	1.9
SD	0.7	0.6 il	0.8	0.8	0.8	0.6	0.7	0.6	0.8	0.7 a	0.6	0.7	0.8 a

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome in the next 12 months: Customer's price per unit

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
3=More	39 32.0% c	29 28.7% C	35 49.3% aBd	12 27.9% c	26 28.0%	19 39.6%	12 31.6%	6 50.0%	15 31.3%	8 38.1%	43 29.3%	31 36.5%	29 35.8%
2=No Change	54 44.3%	53 52.5%	28 39.4%	20 46.5%	46 49.5%	16 33.3%	16 42.1%	4 33.3%	20 41.7%	11 52.4%	72 49.0%	35 41.2%	37 45.7%
1=Less	29 23.8% c	19 18.8%	8 11.3% ad	11 25.6% c	21 22.6%	13 27.1%	10 26.3%	2 16.7%	13 27.1%	2 9.5%	32 21.8%	19 22.4%	15 18.5%
Mean	2.1	2.1	2.4	2.0	2.1	2.1	2.1	2.3	2.0	2.3	2.1	2.1	2.2
SD	0.7 C	0.7 C	0.7 ABd	0.7 c	0.7	0.8	0.8	0.8	0.8	0.6	0.7	0.8	0.7

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome in the next 12 months: Customer will buy related products/services from my firm

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
3=More	276 59.1%	14 58.3%	9 45.0% i	2 25.0% ik	5 62.5%	5 83.3%	16 47.1% i	8 57.1%	25 62.5%	26 74.3% bcf	3 50.0%	29 63.0% c	18 62.1%
2=No Change	160 34.3%	8 33.3%	9 45.0%	5 62.5% ei	3 37.5%	0 0.0% cf	17 50.0% ei	6 42.9%	11 27.5%	7 20.0% cf	3 50.0%	13 28.3%	10 34.5%
1=Less	31 6.6%	2 8.3%	2 10.0%	1 12.5%	0 0.0%	1 16.7%	1 2.9%	0 0.0%	4 10.0%	2 5.7%	0 0.0%	4 8.7%	1 3.4%
Mean	2.5	2.5	2.4	2.1	2.6	2.7	2.4	2.6	2.5	2.7	2.5	2.5	2.6
SD	0.6	0.7	0.7	0.6 i	0.5	0.8	0.6	0.5	0.7	0.6	0.5	0.7	0.6

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome in the next 12 months: Customer will buy related products/services from my firm

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
3=More	69 56.6%	59 58.4%	42 59.2%	20 46.5%	45 48.4%	31 64.6%	23 59.0%	7 58.3%	35 72.9%	15 71.4%	90 60.8%	53 62.4%	46 56.8%
2=No Change	47 38.5%	32 31.7%	24 33.8%	18 41.9%	40 43.0%	15 31.3%	13 33.3%	5 41.7%	10 20.8%	5 23.8%	48 32.4%	29 34.1%	27 33.3%
1=Less	6 4.9%	10 9.9%	5 7.0%	5 11.6%	8 8.6%	2 4.2%	3 7.7%	0 0.0%	3 6.3%	1 4.8%	10 6.8%	3 3.5%	8 9.9%
Mean	2.5	2.5	2.5	2.3	2.4	2.6	2.5	2.6	2.7	2.7	2.5	2.6	2.5
SD	0.6	0.7	0.6	0.7	0.6	0.6	0.6	0.5	0.6	0.6	0.6	0.6	0.7

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome in the next 12 months: My firm's ability to retain current customers

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
3=More	225 48.3%	13 56.5%	9 45.0%	2 25.0%	6 75.0%	2 33.3%	13 38.2%	6 42.9%	20 50.0%	20 57.1%	2 33.3%	23 50.0%	12 41.4%
2=No Change	189 40.6%	7 30.4%	9 45.0%	3 37.5%	2 25.0%	4 66.7%	18 52.9%	5 35.7%	16 40.0%	14 40.0%	3 50.0%	17 37.0%	12 41.4%
1=Less	52 11.2%	3 13.0%	2 10.0%	3 37.5% fl	0 0.0%	0 0.0%	3 8.8% c	3 21.4% i	4 10.0%	1 2.9% Cg	1 16.7%	6 13.0%	5 17.2%
Mean	2.4	2.4	2.4	1.9	2.8	2.3	2.3	2.2	2.4	2.5	2.2	2.4	2.2
SD	0.7	0.7	0.7	0.8 dl	0.5 c	0.5	0.6	0.8	0.7	0.6 C	0.8	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome in the next 12 months: My firm's ability to retain current customers

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
3=More	56 45.9%	43 42.6%	38 54.3%	21 48.8%	41 44.1%	26 54.2%	17 43.6%	6 50.0%	20 42.6%	11 52.4%	74 50.7%	38 44.7%	37 45.7%
2=No Change	51 41.8%	42 41.6%	23 32.9%	19 44.2%	39 41.9%	20 41.7%	18 46.2%	3 25.0%	19 40.4%	9 42.9%	56 38.4%	35 41.2%	32 39.5%
1=Less	15 12.3%	16 15.8%	9 12.9%	3 7.0%	13 14.0%	2 4.2%	4 10.3%	3 25.0%	8 17.0%	1 4.8%	16 11.0%	12 14.1%	12 14.8%
Mean	2.3	2.3	2.4	2.4	2.3	2.5	2.3	2.3	2.3	2.5	2.4	2.3	2.3
SD	0.7	0.7	0.7	0.6	0.7	0.6	0.7	0.9	0.7	0.6	0.7	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome in the next 12 months: The entry of new customers into this market

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
3=More	197 42.3%	10 41.7%	11 55.0%	2 25.0%	3 37.5%	4 66.7%	10 29.4%	4 28.6%	17 42.5%	14 40.0%	3 50.0%	17 37.0%	13 44.8%
2=No Change	190 40.8%	10 41.7%	7 35.0%	3 37.5%	4 50.0%	1 16.7%	17 50.0%	6 42.9%	21 52.5%	14 40.0%	2 33.3%	18 39.1%	10 34.5%
1=Less	79 17.0%	4 16.7%	2 10.0%	3 37.5% H	1 12.5%	1 16.7%	7 20.6% h	4 28.6% h	2 5.0% Cf gikl	7 20.0% h	1 16.7%	11 23.9% h	6 20.7% h
Mean	2.3	2.3	2.5	1.9	2.3	2.5	2.1	2.0	2.4	2.2	2.3	2.1	2.2
SD	0.7	0.7	0.7	0.8 h	0.7	0.8	0.7	0.8	0.6 c	0.8	0.8	0.8	0.8

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome in the next 12 months: The entry of new customers into this market

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
3=More	50 41.3%	46 45.1%	36 50.7%	16 37.2%	44 47.3%	21 43.8%	12 30.8%	3 25.0%	16 33.3%	9 42.9%	63 42.9%	36 42.4%	32 39.5%
2=No Change	52 43.0%	36 35.3%	25 35.2%	18 41.9%	30 32.3% ef	20 41.7%	18 46.2%	5 41.7%	24 50.0% a	12 57.1% a	58 39.5%	36 42.4%	37 45.7%
1=Less	19 15.7%	20 19.6%	10 14.1%	9 20.9%	19 20.4% f	7 14.6%	9 23.1% f	4 33.3% F	8 16.7%	0 0.0% acD	26 17.7%	13 15.3%	12 14.8%
Mean	2.3	2.3	2.4	2.2	2.3	2.3	2.1	1.9	2.2	2.4	2.3	2.3	2.2
SD	0.7	0.8	0.7	0.8	0.8	0.7	0.7	0.8 f	0.7	0.5 d	0.7	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome in the next 12 months: My firm's ability to acquire new customers

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
3=More	316 67.7%	16 66.7%	13 65.0%	3 37.5% h	5 62.5%	5 83.3%	22 64.7%	11 78.6%	33 82.5% ci	20 57.1% h	4 66.7%	30 65.2%	20 69.0%
2=No Change	105 22.5%	7 29.2%	6 30.0%	4 50.0% ghl	2 25.0%	0 0.0%	10 29.4%	1 7.1% c	6 15.0% c	12 34.3%	2 33.3%	10 21.7%	4 13.8% c
1=Less	46 9.9%	1 4.2%	1 5.0%	1 12.5%	1 12.5%	1 16.7%	2 5.9%	2 14.3%	1 2.5% l	3 8.6%	0 0.0%	6 13.0%	5 17.2% h
Mean	2.6	2.6	2.6	2.3	2.5	2.7	2.6	2.6	2.8	2.5	2.7	2.5	2.5
SD	0.7	0.6	0.6	0.7 H	0.8	0.8	0.6	0.7	0.5 Cik	0.7 h	0.5	0.7 h	0.8

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

Topic 1: Marketplace Dynamics - Customers

Do you expect the following customer outcome in the next 12 months: My firm's ability to acquire new customers

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
3=More	88 72.7% d	64 62.7%	53 74.6% d	23 53.5% ac	65 69.9%	38 79.2% de	27 69.2%	5 41.7% b	27 56.3% b	13 61.9%	106 71.6%	57 67.9%	53 65.4%
2=No Change	26 21.5%	25 24.5%	12 16.9%	12 27.9%	21 22.6% d	8 16.7% d	6 15.4% d	6 50.0% abc	13 27.1%	8 38.1%	29 19.6%	19 22.6%	23 28.4%
1=Less	7 5.8% d	13 12.7%	6 8.5%	8 18.6% a	7 7.5%	2 4.2% e	6 15.4%	1 8.3%	8 16.7% b	0 0.0%	13 8.8%	8 9.5%	5 6.2%
Mean	2.7	2.5	2.7	2.3	2.6	2.8	2.5	2.3	2.4	2.6	2.6	2.6	2.6
SD	0.6 D	0.7	0.6 d	0.8 Ac	0.6	0.5 dE	0.8	0.7 b	0.8 B	0.5	0.6	0.7	0.6

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=466	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	466 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=1st Priority	85 41.5%	4 36.4%	3 37.5%	4 66.7%	2 40.0%	0 0.0%	9 45.0%	5 45.5%	5 33.3%	4 33.3%	0 0.0%	6 31.6%	5 38.5%
2=2nd Priority	48 23.4%	3 27.3%	1 12.5%	2 33.3%	1 20.0%	0 0.0%	6 30.0%	3 27.3%	4 26.7%	3 25.0%	0 0.0%	5 26.3%	3 23.1%
3=3rd Priority	72 35.1%	4 36.4%	4 50.0%	0 0.0%	2 40.0%	2 100.0%	5 25.0%	3 27.3%	6 40.0%	5 41.7%	1 100.0%	8 42.1%	5 38.5%
Mean	1.9	2.0	2.1	1.3	2.0	3.0	1.8	1.8	2.1	2.1	3.0	2.1	2.0
SD	0.9	0.9	1.0	0.5	1.0	0.0	0.8	0.9	0.9	0.9	0.0	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: Low Price

N=466	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	122 36.1%	102 30.2%	70 20.7%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=1st Priority	29 47.5%	12 34.3%	11 33.3%	7 38.9%	17 42.5%	7 30.4%	7 41.2%	3 37.5%	9 40.9%	2 18.2%	33 50.8% b	13 26.5% a	14 42.4%
2=2nd Priority	14 23.0%	11 31.4%	7 21.2%	3 16.7%	7 17.5%	7 30.4%	5 29.4%	2 25.0%	7 31.8%	3 27.3%	10 15.4% B	20 40.8% A	7 21.2%
3=3rd Priority	18 29.5%	12 34.3%	15 45.5%	8 44.4%	16 40.0%	9 39.1%	5 29.4%	3 37.5%	6 27.3%	6 54.5%	22 33.8%	16 32.7%	12 36.4%
Mean	1.8	2.0	2.1	2.1	2.0	2.1	1.9	2.0	1.9	2.4	1.8	2.1	1.9
SD	0.9	0.8	0.9	0.9	0.9	0.8	0.9	0.9	0.8	0.8	0.9	0.8	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 Product Quality

N=466	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	466 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=1st Priority	120 40.0%	7 41.2%	6 35.3%	2 28.6%	0 0.0%	2 66.7%	10 43.5%	3 50.0%	11 40.7%	2 13.3%	1 25.0%	14 45.2%	9 45.0%
2=2nd Priority	106 35.3%	5 29.4%	6 35.3%	2 28.6%	1 100.0%	1 33.3%	7 30.4%	1 16.7%	13 48.1%	6 40.0%	2 50.0%	12 38.7%	9 45.0%
3=3rd Priority	74 24.7%	5 29.4%	5 29.4%	3 42.9%	0 0.0%	0 0.0%	6 26.1%	2 33.3%	3 11.1%	7 46.7%	1 25.0%	5 16.1%	2 10.0%
Mean	1.8	1.9	1.9	2.1	2.0	1.3	1.8	1.8	1.7	2.3	2.0	1.7	1.7
SD	0.8	0.9	0.8	0.9	0.0	0.6 i	0.8	1.0	0.7 I	0.7 eHKL	0.8	0.7 I	0.7 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=466	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	122 36.1%	102 30.2%	70 20.7%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=1st Priority	32 37.6%	24 38.1%	16 37.2%	9 34.6%	21 35.6%	10 33.3%	9 34.6%	5 55.6%	13 40.6%	6 60.0%	36 37.5%	25 43.9%	19 42.2%
2=2nd Priority	30 35.3%	23 36.5%	17 39.5%	9 34.6%	26 44.1%	15 50.0%	10 38.5%	1 11.1%	11 34.4%	1 10.0%	34 35.4%	17 29.8%	20 44.4%
3=3rd Priority	23 27.1%	16 25.4%	10 23.3%	8 30.8%	12 20.3%	5 16.7%	7 26.9%	3 33.3%	8 25.0%	3 30.0%	26 27.1%	15 26.3%	6 13.3%
Mean	1.9	1.9	1.9	2.0	1.8	1.8	1.9	1.8	1.8	1.7	1.9	1.8	1.7
SD	0.8	0.8	0.8	0.8	0.7	0.7	0.8	1.0	0.8	0.9	0.8	0.8	0.7

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=466	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmacia L
Total	466 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=1st Priority	49 33.6%	5 35.7%	3 42.9%	0 0.0%	0 0.0%	3 100.0%	4 28.6%	0 0.0%	10 47.6%	2 33.3%	0 0.0%	4 26.7%	1 20.0%
2=2nd Priority	44 30.1%	6 42.9%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	6 42.9%	1 33.3%	5 23.8%	2 33.3%	0 0.0%	4 26.7%	3 60.0%
3=3rd Priority	53 36.3%	3 21.4%	3 42.9%	0 0.0%	0 0.0%	0 0.0%	4 28.6%	2 66.7%	6 28.6%	2 33.3%	0 0.0%	7 46.7%	1 20.0%
Mean	2.0	1.9	2.0	---	---	1.0	2.0	2.7	1.8	2.0	---	2.2	2.0
SD	0.8	0.8	1.0	---	---	0.0	0.8	0.6	0.9	0.9	---	0.9	0.7

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=466	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	122 36.1%	102 30.2%	70 20.7%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=1st Priority	20 41.7%	7 25.0%	9 30.0%	4 50.0%	11 39.3%	7 50.0%	5 45.5%	1 25.0%	4 23.5%	4 36.4%	18 36.7%	9 37.5%	10 38.5%
2=2nd Priority	14 29.2%	6 21.4%	12 40.0%	1 12.5%	6 21.4%	5 35.7%	3 27.3%	1 25.0%	6 35.3%	5 45.5%	16 32.7%	7 29.2%	5 19.2%
3=3rd Priority	14 29.2% b	15 53.6% a	9 30.0%	3 37.5%	11 39.3%	2 14.3%	3 27.3%	2 50.0%	7 41.2%	2 18.2%	15 30.6%	8 33.3%	11 42.3%
Mean	1.9	2.3	2.0	1.9	2.0	1.6	1.8	2.3	2.2	1.8	1.9	2.0	2.0
SD	0.8 b	0.9 a	0.8	1.0	0.9	0.7	0.9	1.0	0.8	0.8	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: Excellent Service

N=466	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	466 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=1st Priority	87 26.9%	0 0.0%	2 28.6%	2 28.6%	3 37.5%	0 0.0%	7 33.3%	3 27.3%	4 14.8%	11 35.5%	3 50.0%	10 28.6%	6 28.6%
2=2nd Priority	135 41.7%	4 57.1%	3 42.9%	3 42.9%	4 50.0%	3 60.0%	5 23.8%	7 63.6%	13 48.1%	10 32.3%	2 33.3%	13 37.1%	7 33.3%
3=3rd Priority	102 31.5%	3 42.9%	2 28.6%	2 28.6%	1 12.5%	2 40.0%	9 42.9%	1 9.1%	10 37.0%	10 32.3%	1 16.7%	12 34.3%	8 38.1%
Mean	2.0	2.4	2.0	2.0	1.8	2.4	2.1	1.8	2.2	2.0	1.7	2.1	2.1
SD	0.8	0.5	0.8	0.8	0.7	0.5	0.9	0.6	0.7	0.8	0.8	0.8	0.8
		g						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=466	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	122 36.1%	102 30.2%	70 20.7%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=1st Priority	16 20.5%	26 33.8%	12 32.4%	10 28.6%	18 24.7%	9 34.6%	7 25.9%	2 22.2%	9 28.1%	4 33.3%	21 20.4%	19 31.7%	18 31.6%
2=2nd Priority	34 43.6%	31 40.3%	14 37.8%	16 45.7%	31 42.5%	8 30.8%	11 40.7%	4 44.4%	14 43.8%	4 33.3%	51 49.5%	22 36.7%	22 38.6%
3=3rd Priority	28 35.9%	20 26.0%	11 29.7%	9 25.7%	24 32.9%	9 34.6%	9 33.3%	3 33.3%	9 28.1%	4 33.3%	31 30.1%	19 31.7%	17 29.8%
Mean	2.2	1.9	2.0	2.0	2.1	2.0	2.1	2.1	2.0	2.0	2.1	2.0	2.0
SD	0.7	0.8	0.8	0.7	0.8	0.8	0.8	0.8	0.8	0.9	0.7	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: Trusting Relationship

N=466	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	466 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=1st Priority	88 30.9%	1 16.7%	2 18.2%	0 0.0%	1 16.7%	1 33.3%	1 5.6% hkl	1 12.5%	8 34.8% f	16 51.6% F	2 40.0%	12 37.5% f	7 38.9% f
2=2nd Priority	90 31.6%	3 50.0%	5 45.5%	1 25.0%	2 33.3%	0 0.0%	10 55.6% hkl	2 25.0%	4 17.4% f	10 32.3%	1 20.0%	8 25.0% f	3 16.7% f
3=3rd Priority	107 37.5%	2 33.3%	4 36.4%	3 75.0% i	3 50.0%	2 66.7% i	7 38.9%	5 62.5% i	11 47.8% i	5 16.1% ceghl	2 40.0%	12 37.5%	8 44.4% i
Mean	2.1	2.2	2.2	2.8	2.3	2.3	2.3	2.5	2.1	1.6	2.0	2.0	2.1
SD	0.8	0.8	0.8 i	0.5 I	0.8	1.2	0.6	0.8	0.9	0.8	1.0	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: Trusting Relationship

N=466	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	122 36.1%	102 30.2%	70 20.7%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=1st Priority	19 27.5%	28 37.3%	7 21.9%	10 34.5%	23 37.1%	12 32.4%	6 26.1%	0 0.0%	7 35.0%	3 27.3%	34 34.0%	11 26.2%	13 25.0%
2=2nd Priority	22 31.9%	22 29.3%	10 31.3%	8 27.6%	16 25.8%	10 27.0%	6 26.1%	4 80.0%	6 30.0%	4 36.4%	26 26.0%	15 35.7%	16 30.8%
3=3rd Priority	28 40.6%	25 33.3%	15 46.9%	11 37.9%	23 37.1%	15 40.5%	11 47.8%	1 20.0%	7 35.0%	4 36.4%	40 40.0%	16 38.1%	23 44.2%
Mean	2.1	2.0	2.3	2.0	2.0	2.1	2.2	2.2	2.0	2.1	2.1	2.1	2.2
SD	0.8	0.8	0.8	0.9	0.9	0.9	0.9	0.4	0.9	0.8	0.9	0.8	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

N=466	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	466 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=1st Priority	39 27.3%	7 41.2%	4 36.4%	0 0.0%	2 50.0%	0 0.0%	3 50.0%	2 66.7%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	1 10.0%
2=2nd Priority	44 30.8%	3 17.6%	4 36.4%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	2 22.2%	4 40.0%	1 50.0%	4 66.7%	4 40.0%
3=3rd Priority	60 42.0%	7 41.2%	3 27.3%	0 0.0%	2 50.0%	0 0.0%	3 50.0%	1 33.3%	5 55.6%	6 60.0%	1 50.0%	2 33.3%	5 50.0%
Mean	2.1	2.0	1.9	---	2.0	2.0	2.0	1.7	2.3	2.6	2.5	2.3	2.4
SD	0.8	0.9	0.8	---	1.2	0.0	1.1	1.2	0.9	0.5	0.7	0.5	0.7

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=466	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	122 36.1%	102 30.2%	70 20.7%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=1st Priority	6 22.2%	5 17.9%	15 41.7%	4 25.0%	3 15.0%	3 21.4%	5 38.5%	1 100.0%	6 28.6%	2 25.0%	7 21.9%	8 32.0%	8 25.0%
		c	b		d			a					
2=2nd Priority	9 33.3%	9 32.1%	10 27.8%	7 43.8%	8 40.0%	3 21.4%	4 30.8%	0 0.0%	4 19.0%	4 50.0%	11 34.4%	5 20.0%	11 34.4%
3=3rd Priority	12 44.4%	14 50.0%	11 30.6%	5 31.3%	9 45.0%	8 57.1%	4 30.8%	0 0.0%	11 52.4%	2 25.0%	14 43.8%	12 48.0%	13 40.6%
Mean	2.2	2.3	1.9	2.1	2.3	2.4	1.9	1.0	2.2	2.0	2.2	2.2	2.2
SD	0.8	0.8	0.9	0.8	0.7	0.8	0.9	0.0	0.9	0.8	0.8	0.9	0.8
		c	b										

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

Topic 1: Marketplace Dynamics - Channel Partners

Will you use a channel or go directly to market?

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
Uses channel partners	350 74.6%	19 79.2% C	19 95.0% CdhiKL	2 25.0% ABeFGhi	5 62.5% bfg	6 100.0% c	31 91.2% CdhiKL	14 100.0% CdhijKL	29 72.5% bcfg	24 68.6% bcfg	4 66.7% g	27 58.7% BFG	17 58.6% BFG
Does not use channel partners	119 25.4%	5 20.8% C	1 5.0% CdhiKL	6 75.0% ABeFGhi	3 37.5% bfg	0 0.0% c	3 8.8% CdhiKL	0 0.0% CdhijKL	11 27.5% bcfg	11 31.4% bcfg	2 33.3% g	19 41.3% BFG	12 41.4% BFG

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

Topic 1: Marketplace Dynamics - Channel Partners

Will you use a channel or go directly to market?

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
Uses channel partners	121 99.2%	101 99.0%	70 98.6%	44 100.0%	64 68.8% f	36 75.0%	26 66.7% f	10 83.3%	34 70.8% f	20 95.2% ace	102 68.9% b	71 83.5% a	60 74.1%
Does not use channel partners	1 0.8%	1 1.0%	1 1.4%	0 0.0%	29 31.2% f	12 25.0%	13 33.3% f	2 16.7%	14 29.2% f	1 4.8% ace	46 31.1% b	14 16.5% a	21 25.9%

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=341 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	341	24	19	8	7	6	32	14	39	33	6
Percent	100.0%	9.4%	7.4%	3.1%	2.7%	2.3%	12.5%	5.5%	15.2%	12.9%	2.3%	16.4%	10.2%
Existing products or services in existing markets	341 54.9 26.5	24 56.9 25.4	19 47.6 28.4 cg	8 75.6 24.3 beFhJl	7 67.9 16.3 fj	6 48.3 19.4 c	32 45.8 22.7 CdGik	14 68.9 23.5 bFjl	39 53.1 27.0 c	33 61.8 26.9 f	6 39.2 13.6 CDg	42 58.9 26.8 f	26 50.4 29.0 cg
Existing products or services in new markets	341 15.1 13.6	24 13.1 12.8	19 14.2 12.3	8 11.9 14.4	7 13.6 10.3	6 23.3 10.3 Gi	32 15.5 10.3 g	14 8.5 10.1 Ej	39 15.9 16.4	33 10.2 12.4 ej	6 24.2 13.9 gi	42 15.7 16.0	26 16.9 13.9
New products or services in existing markets	341 20.8 17.6	24 22.8 19.8 c	19 26.1 26.4 k	8 6.9 9.2 aFghj	7 9.3 10.2 f	6 16.7 8.8	32 28.9 19.0 CdKl	14 18.1 13.3 c	39 22.0 19.4 c	33 21.8 20.3	6 24.2 14.6 c	42 15.5 12.7 bF	26 19.0 16.7 f
New products or services in new markets	341 9.2 11.8	24 7.3 11.5	19 12.1 11.9	8 5.6 11.2	7 9.3 14.8	6 11.7 10.3	32 9.8 8.5	14 4.5 9.3	39 8.9 11.4	33 6.2 12.2	6 12.5 9.4	42 9.9 10.8	26 13.7 20.9

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=341 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	103	76	52	24	87	45	38	11	47	21	139	83
Percent	40.4%	29.8%	20.4%	9.4%	34.9%	18.1%	15.3%	4.4%	18.9%	8.4%	46.5%	27.8%	25.8%
Existing products or services in existing markets	103 48.9 25.2	76 53.9 25.6	52 55.8 24.1	24 54.0 33.6	87 57.7 29.3	45 57.3 22.4	38 54.9 24.5	11 52.3 24.2	47 56.2 26.8	21 48.6 25.8	139 55.9 28.1	83 55.5 25.2	77 55.1 25.6
Existing products or services in new markets	103 16.5 12.6 d	76 17.0 16.7 d	52 13.6 12.2	24 9.4 12.5 ab	87 14.9 16.2	45 15.1 12.3	38 13.9 10.5	11 12.7 11.0	47 14.1 13.1	21 15.2 15.3	139 14.7 14.6	83 14.5 12.2	77 16.1 14.8
New products or services in existing markets	103 23.5 16.3	76 20.7 18.4	52 22.8 19.2	24 24.2 23.2	87 17.8 18.7	45 19.4 14.4	38 23.7 19.1	11 25.6 17.8	47 20.7 18.1	21 25.7 23.3	139 19.8 18.6	83 22.4 16.2	77 19.1 18.0
New products or services in new markets	103 11.1 13.7	76 8.4 9.5	52 7.9 10.4	24 12.5 17.4	87 9.7 15.1	45 8.1 9.0	38 7.5 9.0	11 9.4 12.7	47 9.0 11.4	21 10.5 11.9	139 9.5 13.3	83 7.6 9.3	77 9.6 11.9

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=340 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	340	24	19	8	7	6	32	14	38	33	6
Percent	100.0%	9.4%	7.4%	3.1%	2.7%	2.3%	12.5%	5.5%	14.8%	12.9%	2.3%	16.8%	10.2%
Existing products or services in existing markets	340 47.8 25.0	24 47.5 23.8 C	19 42.4 25.9 Cgi	8 75.0 25.6 ABeFHJKL	7 55.7 33.0	6 44.2 16.9 c	32 40.5 22.3 CGI	14 63.8 25.9 bFHjkl	38 42.1 22.7 CGI	33 59.7 25.1 bFHjkl	6 33.3 8.2 Cgi	43 47.1 24.4 Cgi	26 45.8 23.1 Cgi
Existing products or services in new markets	340 17.2 14.3	24 15.2 11.9	19 17.9 11.8 d	8 13.8 13.8	7 5.7 7.9 bEfhjkl	6 23.7 7.5 Dgi	32 16.7 11.5 d	14 11.2 10.6 ehj	38 21.4 17.6 dgi	33 11.4 14.0 ehjk	6 24.2 14.3 dgi	43 19.3 16.7 di	26 17.9 13.2 d
New products or services in existing markets	340 23.2 17.4	24 27.1 18.6 C	19 21.8 16.7 c	8 7.5 11.3 AbFHJI	7 16.4 15.7	6 17.8 3.5	32 30.0 18.4 C	14 19.2 16.7	38 23.7 14.4 C	33 22.0 20.0	6 23.3 6.1 C	43 21.6 19.5	26 23.3 17.1 c
New products or services in new markets	340 11.8 13.7	24 10.3 14.5	19 17.9 16.4 cgi	8 3.8 7.4 befj	7 22.1 29.4	6 14.3 7.7 c	32 12.8 11.9 c	14 5.8 11.0 bj	38 12.8 12.7	33 7.0 15.6 b	6 19.2 12.8 cg	43 12.0 14.3	26 13.0 14.4

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=340 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	100	77	53	24	87	44	38	12	47	20	142	79
Percent	39.4%	30.3%	20.9%	9.4%	35.1%	17.7%	15.3%	4.8%	19.0%	8.1%	47.5%	26.4%	26.1%
Existing products or services in existing markets	100 43.8 24.2	77 45.6 25.2	53 48.1 21.8	24 46.9 31.4	87 49.1 27.2	44 51.0 20.9	38 44.7 22.4	12 45.4 20.1	47 50.6 26.3	20 42.8 27.6	142 48.0 25.4	79 48.9 22.6	78 47.4 27.0
Existing products or services in new markets	100 17.2 12.6	77 18.8 16.6	53 15.1 12.2	24 17.7 20.2	87 19.7 17.9	44 15.9 11.1	38 16.2 10.8	12 15.4 12.7	47 14.6 13.2	20 14.6 13.4	142 16.7 14.4	79 16.9 12.8	78 18.6 16.4
New products or services in existing markets	100 25.2 17.2	77 22.6 14.9	53 26.6 18.7	24 21.9 20.2	87 19.8 18.3	44 22.1 14.8	38 27.5 17.7	12 28.3 16.8	47 24.3 18.6	20 24.1 17.7	142 23.1 17.8	79 24.5 15.7	78 20.4 16.5
New products or services in new markets	100 13.8 13.6	77 13.0 14.9	53 10.2 12.2	24 13.5 20.9	87 11.4 14.2	44 11.0 11.1	38 11.6 14.3	12 10.8 13.3	47 10.5 14.8	20 18.5 20.0	142 12.2 13.7	79 9.7 10.7	78 13.6 17.0

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=352 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	352	24	19	8	8	6	33	14	39	34	6
Percent	100.0%	9.2%	7.3%	3.1%	3.1%	2.3%	12.6%	5.3%	14.9%	13.0%	2.3%	17.2%	9.9%
Growth from your firm internally	352 73.5 27.0	24 75.4 26.0 Bj	19 51.3 30.1 ACdFGhIkl	8 93.1 10.0 BdefhJkl	8 80.0 9.6 bcj	6 71.8 21.5 c	33 75.9 20.5 Bcj	14 86.4 24.1 BhJ	39 69.0 25.7 bcgI	34 85.6 23.1 BHJKl	6 49.7 30.4 aCdfGI	45 69.9 31.3 bci	26 70.4 29.8 bci
Growth from acquisitions	352 8.5 16.5	24 7.0 12.6	19 10.0 19.7	8 2.5 7.1	8 5.0 7.1	6 11.3 10.6	33 8.9 14.6	14 10.0 23.9	39 7.5 11.9	34 7.9 20.3	6 16.7 31.6	45 6.2 15.9	26 15.8 25.7
Growth from partnerships	352 12.3 17.8	24 11.7 17.3 bi	19 28.3 30.3 acFGIL	8 3.8 8.8 bH	8 14.4 11.2 GI	6 9.7 12.4	33 10.9 13.1 Bghi	14 2.1 8.0 BDfHJk	39 17.4 13.3 CfGIL	34 4.4 7.0 aBDfHJK	6 15.3 12.0 GI	45 19.4 28.6 gIl	26 6.3 11.2 BHk
Growth from licensing arrangements	352 5.6 13.7	24 6.0 11.5	19 10.4 21.1 i	8 0.6 1.8	8 0.6 1.8	6 7.2 11.4	33 4.2 7.1 j	14 1.4 5.3	39 6.2 11.8	34 2.1 7.2 bjl	6 18.3 36.0 fi	45 4.4 14.3	26 7.6 12.4 i

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=352 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	104	81	53	25	89	46	39	12	47	21	145	84
Percent	39.5%	30.8%	20.2%	9.5%	35.0%	18.1%	15.4%	4.7%	18.5%	8.3%	47.1%	27.3%	25.6%
Growth from your firm internally	104 70.4 25.5	81 72.3 29.3	53 73.5 24.8	25 72.6 33.6	89 70.0 29.6	46 77.4 24.7	39 75.3 27.2	12 76.3 22.3	47 76.5 26.4	21 67.2 26.5	145 74.7 27.4	84 71.4 25.8	79 74.7 27.5
Growth from acquisitions	104 10.0 16.2	81 7.3 16.4	53 6.8 12.1	25 12.4 23.1	89 2.8 9.2 bCDEF	46 9.2 20.4 a	39 13.1 20.1 A	12 16.3 18.1 A	47 11.3 21.4 A	21 16.3 19.4 A	145 7.4 15.1	84 9.1 16.0	79 8.6 19.9
Growth from partnerships	104 12.5 16.4	81 14.9 20.0	53 13.8 18.2	25 10.1 21.9	89 20.5 25.1 BCdE	46 8.9 11.3 A	39 6.1 8.8 A	12 5.6 8.8 a	47 8.2 11.5 A	21 11.2 13.0	145 12.6 21.2	84 12.3 13.2	79 12.8 17.9
Growth from licensing arrangements	104 7.0 15.7	81 5.6 15.5	53 5.9 10.4	25 4.9 18.7	89 6.7 15.5	46 4.5 13.1	39 5.6 14.6	12 1.8 5.7	47 4.0 7.7	21 5.3 9.5	145 5.3 13.5	84 7.1 15.3	79 3.8 9.4

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=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
Canada	64 21.3%	5 22.7%	7 46.7% ikl	2 33.3%	1 12.5%	2 33.3%	6 18.8%	3 33.3%	7 20.6%	3 13.6% bj	3 60.0% ikl	5 13.9% bj	2 8.7% bj
Western Europe	57 18.9%	2 9.1% 1	2 13.3%	0 0.0%	0 0.0%	1 16.7%	2 6.3% hKL	1 11.1%	9 26.5% f	5 22.7%	0 0.0%	10 27.8% f	8 34.8% aF
China	39 13.0%	1 4.5%	1 6.7%	0 0.0%	2 25.0% i	1 16.7%	5 15.6%	1 11.1%	6 17.6% i	0 0.0% dhl	0 0.0%	4 11.1%	4 17.4% i
Mexico	17 5.6%	3 13.6% h	0 0.0% c	2 33.3% bHIKL	2 25.0% HiKl	0 0.0%	4 12.5% h	0 0.0%	0 0.0% aCDf	0 0.0% Cd	0 0.0%	1 2.8% cd	0 0.0% Cd
Brazil	17 5.6%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	3 9.4%	0 0.0%	1 2.9%	1 4.5%	0 0.0%	4 11.1%	1 4.3%
Middle East	12 4.0%	2 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 9.4%	0 0.0%	2 5.9%	0 0.0%	0 0.0%	1 2.8%	1 4.3%
Japan	10 3.3%	2 9.1%	0 0.0%	0 0.0%	1 12.5% hk	0 0.0%	2 6.3%	0 0.0%	0 0.0% djl	1 4.5%	1 20.0% hK	0 0.0% dJI	3 13.0% hk
India	9 3.0%	2 9.1%	1 6.7%	1 16.7% f	0 0.0%	0 0.0%	0 0.0% c	0 0.0%	2 5.9%	0 0.0%	0 0.0%	1 2.8%	0 0.0%
Russia	8 2.7%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.3%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	1 2.8%	1 4.3%

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?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Korea	4 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 3.1%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Eastern Europe	4 1.3%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Other	60 19.9%	4 18.2%	2 13.3%	1 16.7%	2 25.0%	1 16.7%	3 9.4%	4 44.4%	4 11.8%	12 54.5%	1 20.0%	9 25.0%	3 13.0%

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=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%
Canada	24 24.0%	12 17.6%	11 24.4%	2 13.3%	19 27.9%	8 22.2%	9 26.5%	1 9.1%	5 11.6%	4 20.0%	22 18.0%	14 19.7%	18 26.9%
Western Europe	21 21.0%	15 22.1%	1 2.2%	6 40.0%	6 8.8%	12 33.3%	7 20.6%	3 27.3%	9 20.9%	2 10.0%	28 23.0%	11 15.5%	10 14.9%
China	14 14.0%	10 14.7%	7 15.6%	0 0.0%	6 8.8%	1 2.8%	4 11.8%	1 9.1%	6 14.0%	7 35.0%	12 9.8%	14 19.7%	7 10.4%
Mexico	5 5.0%	2 2.9%	4 8.9%	0 0.0%	3 4.4%	2 5.6%	1 2.9%	2 18.2%	3 7.0%	0 0.0%	6 4.9%	5 7.0%	4 6.0%
Brazil	6 6.0%	5 7.4%	1 2.2%	2 13.3%	1 1.5%	2 5.6%	1 2.9%	0 0.0%	5 11.6%	1 5.0%	7 5.7%	5 7.0%	3 4.5%
Middle East	7 7.0%	1 1.5%	2 4.4%	0 0.0%	1 1.5%	2 5.6%	0 0.0%	2 18.2%	2 4.7%	1 5.0%	7 5.7%	2 2.8%	1 1.5%
Japan	3 3.0%	1 1.5%	3 6.7%	2 13.3%	5 7.4%	0 0.0%	2 5.9%	1 9.1%	2 4.7%	0 0.0%	4 3.3%	4 5.6%	1 1.5%
India	0 0.0%	1 1.5%	4 8.9%	1 6.7%	2 2.9%	0 0.0%	2 5.9%	0 0.0%	2 4.7%	1 5.0%	4 3.3%	2 2.8%	3 4.5%
Russia	3 3.0%	1 1.5%	2 4.4%	0 0.0%	1 1.5%	1 2.8%	1 2.9%	0 0.0%	2 4.7%	1 5.0%	3 2.5%	1 1.4%	3 4.5%

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=469	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
	Korea	4 4.0%	0 0.0%	0 0.0%	0 0.0%	2 2.9%	1 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 2.5%	1 1.4%
Eastern Europe	2 2.0%	2 2.9%	0 0.0%	0 0.0%	2 2.9%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	1 0.8%	0 0.0%	2 3.0%
Other	11 11.0% b	18 26.5% a	10 22.2%	2 13.3%	20 29.4% d	7 19.4%	7 20.6%	0 0.0%	7 16.3% a	3 15.0%	25 20.5%	12 16.9%	15 22.4%

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

Topic 2: Firm Growth Strategies

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

N=469 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
Sales revenue % increase in the last 12 months	287	19	15	6	8	6	31	10	34	24	6	36	24
	15.6	12.1	14.1	45.2	20.6	29.2	22.1	11.0	20.9	5.3	14.5	14.3	15.8
	22.5	12.5	28.4	67.0	29.8	18.6	22.4	13.4	29.8	9.4	13.1	20.5	16.7
		cei		alk	i	agl	I	e	i	aCdEFhl		c	i

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

Topic 2: Firm Growth Strategies

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

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
Sales revenue % increase in the last 12 months	91 18.8 20.4 Bc	67 9.8 12.0 A	41 11.4 14.8 a	19 18.9 37.8	76 17.5 31.0	35 13.5 17.2	35 14.6 17.3	11 12.8 10.5	37 22.7 27.4	19 16.5 11.5	111 12.6 20.0	72 18.1 21.5	75 19.2 27.2

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

Topic 2: Firm Growth Strategies

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
Less than 5%	106 36.9%	5 26.3% I	9 60.0% eFh	2 33.3%	2 25.0% i	0 0.0% bI	5 16.1% Blk	4 40.0%	9 26.5% bI	17 70.8% AdEFHjkl	1 16.7% i	14 38.9% fi	8 33.3% i
5 - 9%	30 10.5%	4 21.1% f	1 6.7%	2 33.3% fhi	1 12.5%	0 0.0%	1 3.2% ac	2 20.0%	2 5.9% c	1 4.2% c	1 16.7%	4 11.1%	3 12.5%
10 - 14%	40 13.9%	4 21.1%	2 13.3%	0 0.0%	2 25.0%	2 33.3% i	7 22.6%	0 0.0%	7 20.6%	1 4.2% ej	2 33.3% i	5 13.9%	3 12.5%
15 - 19%	16 5.6%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.5%	1 10.0%	1 2.9%	1 4.2%	0 0.0%	2 5.6%	2 8.3%
20% or more	95 33.1%	5 26.3%	3 20.0% f	2 33.3%	3 37.5%	4 66.7% i	16 51.6% bI	3 30.0%	15 44.1% i	4 16.7% eFh	2 33.3%	11 30.6%	8 33.3%

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

Topic 2: Firm Growth Strategies

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

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
Less than 5%	24 26.4% bd	29 43.3% a	17 41.5%	10 52.6% a	34 44.7% F	14 40.0% f	11 31.4%	2 18.2%	10 27.0%	2 10.5% Ab	50 45.0% bc	19 26.4% a	20 26.7% a
5 - 9%	9 9.9%	7 10.4%	7 17.1%	0 0.0%	6 7.9%	2 5.7%	6 17.1%	2 18.2%	4 10.8%	2 10.5%	10 9.0%	9 12.5%	10 13.3%
10 - 14%	11 12.1%	12 17.9%	3 7.3%	3 15.8%	11 14.5%	7 20.0%	7 20.0%	2 18.2%	3 8.1%	4 21.1%	18 16.2%	12 16.7%	10 13.3%
15 - 19%	6 6.6%	3 4.5%	4 9.8%	0 0.0%	1 1.3% Def	0 0.0% de	1 2.9%	2 18.2% Ab	4 10.8% ab	2 10.5% a	5 4.5%	5 6.9%	5 6.7%
20% or more	41 45.1% Bc	16 23.9% A	10 24.4% a	6 31.6%	24 31.6%	12 34.3%	10 28.6%	3 27.3%	16 43.2%	9 47.4%	28 25.2% c	27 37.5%	30 40.0% a

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

Topic 2: Firm Growth Strategies

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

N=469 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
What % of your firm's sales is domestic?	318	22	20	8	7	6	32	14	39	34	6	46	25
	80.5	78.5	87.3	81.1	72.1	61.3	67.9	91.1	75.8	95.2	80.3	85.2	76.8
	23.3	22.5	18.7	24.3	24.8	28.1	24.9	11.3	22.7	12.3	27.6	22.4	25.2
		I	eF	i	gI	bGIk	BGIK	dEFh	gI	AcDEFHjkl	i	eFi	I
What % of your firm's sales is through the Internet?	316	22	20	8	8	6	32	14	37	33	6	45	26
	10.6	7.3	15.2	4.6	21.3	1.7	6.3	13.4	15.0	9.8	22.2	9.2	3.3
	17.5	17.0	20.9	10.4	22.7	4.1	10.9	18.8	21.8	14.4	21.5	16.3	9.4
		fl		FL		j	bDhJ	l	fl		eFL		bDghJ

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

Data are winsorized.

Topic 2: Firm Growth Strategies

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

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
What % of your firm's sales is domestic?	92	73	49	24	90	45	39	12	44	21	146	85	80
	71.9	86.4	81.4	90.5	89.1	85.6	77.1	73.1	72.8	64.2	80.2	78.4	81.9
	24.0	20.7	22.4	19.8	17.8	19.3	23.3	26.7	24.3	26.6	24.5	23.6	21.2
	BcD	A	a	A	CDEF	EF	A	A	AB	AB			
What % of your firm's sales is through the Internet?	91	73	49	24	90	45	39	11	45	21	148	85	81
	10.3	9.7	13.1	13.9	14.6	4.6	10.5	3.7	7.9	11.3	0.0	4.7	36.5
	17.1	17.4	18.9	20.1	20.2	10.5	17.3	7.3	14.6	17.7	0.0	3.3	16.3
					Be	A			a			C	B

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

Data are winsorized.

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.

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Whole-sale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
N=469													
Number	469	24	20	8	8	6	34	14	40	35	6	46	29
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
Overall marketing spending	243 6.1 16.5	19 17.4 17.1 FgIi	15 7.1 23.4	6 4.5 10.3	7 5.9 8.5	6 12.0 12.5 f	32 2.9 9.5 Ae	12 3.8 7.8 a	33 8.8 19.6	30 2.8 15.5 A	6 5.5 9.8	34 8.3 16.6	25 2.0 20.4 a
Digital marketing spending	207 10.2 14.2	14 15.6 13.7 cf	13 13.3 18.6	5 1.4 2.2 adJ	7 10.0 8.2 c	6 11.5 19.2	30 6.0 10.6 ah	11 10.8 15.9	26 14.5 19.2 f	27 8.9 11.9	5 11.0 5.5 C	31 10.5 13.7	20 9.4 14.7
Traditional advertising spending	189 -2.7 10.9	15 4.6 6.6 bdFgIjL	11 -3.0 11.1 a	6 3.2 14.1	7 -4.7 8.4 a	5 -4.4 12.8	31 -4.5 10.8 A	7 -3.1 9.3 a	22 -1.5 13.9	26 -6.0 8.9 A	5 -4.8 11.3 a	24 -2.0 14.2	17 -3.4 7.9 A
Brand building	178 6.8 13.4	14 14.7 19.2 fl	13 12.4 18.0 fi	5 5.4 11.1	6 2.0 4.0	4 10.0 10.8 i	29 3.7 8.5 ab	8 11.2 18.9 i	24 6.2 14.2	22 1.6 6.8 Abeg	3 10.0 0.0	24 6.9 15.6	17 7.9 15.0
Customer relationship management	178 8.1 13.0	12 17.0 16.4 il	14 12.0 16.0	6 5.7 3.6	5 9.0 10.8	6 5.2 7.5	23 6.1 14.5	8 13.1 15.2	26 8.1 13.8	22 6.0 9.9 a	5 7.0 8.4	22 7.4 15.2	19 5.7 11.3 a
New product introductions	184 8.0 11.1	18 15.4 11.8 bcFIK	13 3.6 13.4 a	5 2.0 4.5 a	5 0.0 0.0	4 6.3 4.8	30 5.3 9.5 Ah	9 8.4 10.4	27 12.6 14.2 f	23 6.3 8.5 A	4 12.5 9.6	22 6.2 8.7 A	16 10.6 12.6
New service introductions	166 5.8 10.2	8 5.5 12.9	11 6.9 18.3	4 2.8 4.9	6 8.4 14.3 f	4 1.3 2.5	24 1.0 5.3 dghiJKI	8 7.0 10.6 f	25 6.2 8.1 f	24 6.6 10.3 f	5 10.6 11.7 F	22 9.1 10.8 F	16 6.7 11.2 f

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

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=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
Overall marketing spending	78 4.2 13.6	52 7.1 19.0	31 9.2 11.8	18 6.7 20.1	68 8.5 21.2	41 8.9 18.6	37 6.3 13.8	11 3.6 7.5	43 3.6 12.6	17 4.0 5.5	108 9.4 18.2 b	68 3.2 12.4 a	61 4.6 16.7
Digital marketing spending	67 8.2 13.3	47 10.5 16.9	26 14.6 16.1	17 10.4 15.6	59 9.2 15.2	36 12.9 18.3	33 11.4 14.3	10 6.1 7.0	36 9.9 12.4	15 10.9 8.0	93 11.1 15.1	58 10.0 13.1	50 10.2 13.5
Traditional advertising spending	62 -4.1 10.0	40 -2.2 13.2	26 -0.6 11.0	14 -5.4 7.6	45 -2.9 8.9	34 -2.7 14.3	32 -1.9 12.5	9 0.3 7.8	38 -3.5 10.7	14 -1.2 5.6	80 -1.3 11.7	61 -3.5 9.5	44 -3.9 11.4
Brand building	60 6.3 11.2	40 8.7 18.1	26 8.6 15.4	12 3.3 7.5	46 12.1 19.1 E	30 5.9 13.4	32 6.4 10.4 e	9 7.2 7.9	33 1.8 7.4 Ac	14 5.2 5.7	84 7.4 15.0	50 5.2 7.0	40 7.7 16.3
Customer relationship management	61 7.7 13.3	40 7.4 13.4	24 9.6 13.5	13 2.7 6.0	53 12.5 15.6 be	32 5.7 13.3 a	25 10.0 13.7	6 1.3 2.2	36 5.2 10.5 a	13 5.5 7.4	82 9.0 14.2	49 5.1 10.6	43 10.0 13.1
New product introductions	66 7.3 11.2	40 6.7 9.8	28 11.3 13.1	11 8.8 12.9	51 9.1 11.9	32 6.4 9.9	32 9.1 9.7	9 10.0 17.1	32 8.2 13.5	15 7.5 5.6	81 7.9 11.0	56 8.0 10.5	43 8.7 12.6
New service introductions	54 3.2 8.4 B	38 10.3 12.3 AC	20 1.5 9.0 B	15 7.5 11.2	44 8.4 12.5	31 5.0 8.4	26 5.7 9.1	6 0.2 5.3	33 5.5 11.2	13 5.9 9.8	78 6.7 10.8	47 3.4 6.6	37 7.5 12.7

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

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=469 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	179 5.9 12.4	10 4.0 13.5	13 1.3 8.8	5 9.0 13.4	6 5.0 5.5	4 15.6 20.2	29 2.8 6.1	9 8.0 15.4	23 9.3 15.8	23 6.9 14.9	4 0.5 1.0
						F	Eh		f				
Integrating what we know about marketing	140 5.4 8.9	11 7.4 10.2	11 10.6 9.4 FL	4 6.5 12.3	5 8.3 13.8	5 7.7 13.5	22 2.8 5.6 B	2 0.0 0.0	18 6.9 10.7	20 4.9 7.2	3 6.7 7.6	16 5.2 12.1	15 2.1 3.7 B
Developing knowledge about how to do marketing	134 4.3 7.9	9 5.0 8.3	9 6.7 7.1 1	4 6.3 12.5	7 7.9 6.4 fL	4 7.2 14.4	20 2.3 5.6 d	2 5.0 7.1	16 5.6 7.9 1	20 4.2 6.0	2 4.0 1.4	18 4.9 12.6	15 0.5 5.1 bDh
Marketing training	143 3.8 7.7	11 6.3 8.7 f	8 1.3 3.5	5 5.4 11.0	5 7.0 9.7 f	4 6.3 9.5	23 1.2 3.4 adgh	4 7.5 8.7 f	17 5.5 7.4 f	20 3.0 7.6	3 2.3 2.5	20 4.9 12.1	16 2.6 5.4
Marketing research and intelligence	175 4.5 11.2	15 3.2 16.3	12 2.8 13.6	6 3.7 5.9	6 2.5 2.7 e	4 10.0 7.1 d	27 5.4 7.6	6 -3.3 16.3 h	21 8.2 8.2 g	26 3.9 9.2	5 3.4 2.3	22 5.9 17.2	17 2.5 10.3
Marketing consulting services	154 4.5 10.8	10 0.6 1.6 gjk	12 4.3 6.2 e	4 0.0 0.0	5 0.0 0.0	4 -5.0 10.0	24 3.7 8.3 k	4 7.5 9.6 a	22 2.8 10.6 k	21 3.3 12.1 k	4 5.0 5.8 a	20 11.8 14.5 aefhi	16 3.5 11.3

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

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=469 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) hires	61 5.5 11.4	45 6.0 14.7	23 6.2 13.0	12 4.2 12.6	44 5.8 14.0	34 8.8 15.2	32 8.6 13.0	8 1.0 1.8	33 4.8 11.7	14 1.9 3.1	87 7.7 12.7	45 3.1 8.8
											b	a	
Integrating what we know about marketing	49 4.6 7.4	32 6.3 11.9	19 5.2 7.0	10 4.0 8.4	40 8.2 11.7	26 3.0 7.3	19 6.9 9.1	5 4.6 9.4	28 2.7 5.1	11 7.2 8.7	70 4.6 8.4	38 4.3 6.3	30 9.3 11.8
					be	a			af	e	c	c	ab
Developing knowledge about how to do marketing	46 4.3 8.2	31 4.7 9.9	17 3.7 6.5	12 4.0 5.1	36 6.1 9.0	25 3.5 8.0	19 5.7 10.1	7 1.9 1.9	27 1.6 5.2	10 7.1 8.1	69 4.3 8.6	34 2.5 4.4	31 6.5 8.9
					e				af	e		c	b
Marketing training	49 3.1 4.8	34 4.9 10.9	20 3.4 7.1	11 1.4 5.0	38 3.4 7.3	25 2.9 7.0	22 7.8 11.4	8 2.0 6.0	29 1.9 5.5	12 6.1 7.4	70 4.4 8.9	40 2.1 4.1	31 4.8 8.2
							e		c				
Marketing research and intelligence	56 4.6 9.6	39 3.3 14.3	24 3.2 12.7	14 3.1 6.6	46 6.0 13.3	31 3.1 10.6	29 8.2 10.8	9 2.3 4.9	35 3.2 12.1	14 -0.3 6.3	77 5.4 12.4	53 2.6 7.8	44 5.1 12.4
							f			c			
Marketing consulting services	50 3.7 8.2	38 6.2 13.5	21 3.5 7.5	12 3.3 13.0	42 5.7 11.8	29 7.6 11.6	25 3.5 10.4	6 -1.2 12.3	31 2.0 8.0	12 -0.6 2.2	73 5.4 13.1	46 3.6 6.8	35 3.6 9.7
						ef			b	b			

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

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=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	150 61.7%	18 94.7% bcdFhIKL	9 60.0% a	3 50.0% a	4 57.1% a	5 83.3%	17 53.1% A	9 75.0%	21 63.6% a	15 50.0% A	5 83.3%	20 58.8% A	13 52.0% A
0=Zero	46 18.9%	1 5.3% k	3 20.0%	1 16.7%	2 28.6%	1 16.7%	8 25.0%	0 0.0%	6 18.2%	6 20.0%	0 0.0%	11 32.4% ag	6 24.0%
-1=Negative	47 19.3%	0 0.0% bcfgil	3 20.0% a	2 33.3% a	1 14.3%	0 0.0%	7 21.9% a	3 25.0% a	6 18.2%	9 30.0% ak	1 16.7%	3 8.8% i	6 24.0% a
Mean	0.4	0.9	0.4	0.2	0.4	0.8	0.3	0.5	0.5	0.2	0.7	0.5	0.3
SD	0.8	0.2 BCdFghIKL	0.8 A	1.0 A	0.8 a	0.4	0.8 A	0.9 a	0.8 a	0.9 A	0.8	0.7 A	0.8 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: Overall marketing spending

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%
1=Positive	45 57.7%	32 61.5%	24 77.4%	10 55.6%	46 67.6% E	28 68.3% e	23 62.2%	8 72.7%	18 41.9% Abf	12 70.6% e	69 63.9%	41 60.3%	37 60.7%
0=Zero	15 19.2%	10 19.2%	4 12.9%	2 11.1%	8 11.8% E	7 17.1%	9 24.3%	0 0.0% e	15 34.9% Ad	4 23.5%	25 23.1%	10 14.7%	10 16.4%
-1=Negative	18 23.1%	10 19.2%	3 9.7% d	6 33.3% c	14 20.6%	6 14.6%	5 13.5%	3 27.3%	10 23.3%	1 5.9%	14 13.0% b	17 25.0% a	14 23.0%
Mean	0.3	0.4	0.7	0.2	0.5	0.5	0.5	0.5	0.2	0.6	0.5	0.4	0.4
SD	0.8	0.8	0.7	0.9	0.8	0.7 e	0.7	0.9	0.8 bf	0.6 e	0.7	0.9	0.8

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

Topic 3: Marketing Spending

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	164 79.2%	12 85.7%	11 84.6%	2 40.0%	6 85.7%	5 83.3%	18 60.0%	10 90.9%	23 88.5%	22 81.5%	5 100.0%	25 80.6%	16 80.0%
0=Zero	34 16.4%	2 14.3%	0 0.0%	3 60.0%	1 14.3%	1 16.7%	11 36.7%	1 9.1%	1 3.8%	3 11.1%	0 0.0%	5 16.1%	3 15.0%
-1=Negative	9 4.3%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	1 3.3%	0 0.0%	2 7.7%	2 7.4%	0 0.0%	1 3.2%	1 5.0%
Mean	0.7	0.9	0.7	0.4	0.9	0.8	0.6	0.9	0.8	0.7	1.0	0.8	0.8
SD	0.5	0.4	0.8	0.5	0.4	0.4	0.6	0.3	0.6	0.6	0.0	0.5	0.6
		c		ag				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: Digital marketing spending

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%
1=Positive	49 73.1%	36 76.6%	22 84.6%	14 82.4%	46 78.0%	27 75.0%	27 81.8%	7 70.0%	30 83.3%	13 86.7%	70 75.3%	47 81.0%	43 86.0%
0=Zero	16 23.9%	7 14.9%	3 11.5%	1 5.9%	9 15.3%	6 16.7%	6 18.2%	2 20.0%	5 13.9%	2 13.3%	19 20.4%	9 15.5%	5 10.0%
-1=Negative	2 3.0%	4 8.5%	1 3.8%	2 11.8%	4 6.8%	3 8.3%	0 0.0%	1 10.0%	1 2.8%	0 0.0%	4 4.3%	2 3.4%	2 4.0%
Mean	0.7	0.7	0.8	0.7	0.7	0.7	0.8	0.6	0.8	0.9	0.7	0.8	0.8
SD	0.5	0.6	0.5	0.7	0.6	0.6	0.4	0.7	0.5	0.4	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: Traditional advertising spending

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	48 25.4%	9 60.0% bFIkl	1 9.1% a	3 50.0%	2 28.6%	1 20.0%	5 16.1% A	3 42.9%	6 27.3%	4 15.4% A	2 40.0%	6 25.0% a	3 17.6% a
0=Zero	69 36.5%	4 26.7%	7 63.6% ij	1 16.7%	1 14.3%	1 20.0%	13 41.9%	1 14.3%	9 40.9%	7 26.9% b	0 0.0% b	10 41.7%	8 47.1%
-1=Negative	72 38.1%	2 13.3% dI	3 27.3%	2 33.3%	4 57.1% a	3 60.0%	13 41.9%	3 42.9%	7 31.8%	15 57.7% A	3 60.0%	8 33.3%	6 35.3%
Mean	-0.1	0.5	-0.2	0.2	-0.3	-0.4	-0.3	0.0	0.0	-0.4	-0.2	-0.1	-0.2
SD	0.8	0.7 beFIkl	0.6 a	1.0	1.0	0.9 a	0.7 A	1.0	0.8	0.8 A	1.1	0.8 a	0.7 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: Traditional advertising spending

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=Positive	11 17.7% C	7 17.5% c	12 46.2% Ab	2 14.3%	9 20.0%	12 35.3%	9 28.1%	4 44.4%	8 21.1%	3 21.4%	21 26.3%	15 24.6%	12 27.3%
0=Zero	29 46.8% c	17 42.5%	5 19.2% a	4 28.6%	19 42.2%	12 35.3%	10 31.3%	2 22.2%	12 31.6%	5 35.7%	36 45.0% b	17 27.9% a	13 29.5%
-1=Negative	22 35.5%	16 40.0%	9 34.6%	8 57.1%	17 37.8%	10 29.4%	13 40.6%	3 33.3%	18 47.4%	6 42.9%	23 28.8% b	29 47.5% a	19 43.2%
Mean	-0.2	-0.2	0.1	-0.4	-0.2	0.1	-0.1	0.1	-0.3	-0.2	0.0	-0.2	-0.2
SD	0.7	0.7	0.9	0.8	0.7	0.8	0.8	0.9	0.8	0.8	0.7	0.8	0.8

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

Topic 3: Marketing Spending

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	108 60.7%	11 78.6%	9 69.2%	3 60.0%	4 66.7%	3 75.0%	15 51.7%	4 50.0%	14 58.3%	10 45.5%	3 100.0%	15 62.5%	10 58.8%
0=Zero	55 30.9%	2 14.3%	4 30.8%	1 20.0%	1 16.7%	1 25.0%	12 41.4%	4 50.0%	7 29.2%	10 45.5%	0 0.0%	5 20.8%	6 35.3%
-1=Negative	15 8.4%	1 7.1%	0 0.0%	1 20.0%	1 16.7%	0 0.0%	2 6.9%	0 0.0%	3 12.5%	2 9.1%	0 0.0%	4 16.7%	1 5.9%
Mean	0.5	0.7	0.7	0.4	0.5	0.8	0.4	0.5	0.5	0.4	1.0	0.5	0.5
SD	0.6	0.6	0.5	0.9	0.8	0.5	0.6	0.5	0.7	0.7	0.0	0.8	0.6

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

Topic 3: Marketing Spending

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

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=Positive	36 60.0%	25 62.5%	14 53.8%	5 41.7%	30 65.2%	16 53.3%	22 68.8%	6 66.7%	14 42.4%	9 64.3%	49 58.3%	33 66.0%	23 57.5%
					e		e		ac				
0=Zero	22 36.7%	8 20.0%	9 34.6%	6 50.0%	12 26.1%	11 36.7%	8 25.0%	2 22.2%	15 45.5%	5 35.7%	28 33.3%	13 26.0%	13 32.5%
		d		b									
-1=Negative	2 3.3%	7 17.5%	3 11.5%	1 8.3%	4 8.7%	3 10.0%	2 6.3%	1 11.1%	4 12.1%	0 0.0%	7 8.3%	4 8.0%	4 10.0%
	b	a											
Mean	0.6	0.5	0.4	0.3	0.6	0.4	0.6	0.6	0.3	0.6	0.5	0.6	0.5
SD	0.6	0.8	0.7	0.7	0.7	0.7	0.6	0.7	0.7	0.5	0.6	0.6	0.7
							e		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: Customer relationship management

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	112 62.9%	11 91.7% Fhil	10 71.4%	6 100.0% fil	4 80.0%	4 66.7%	10 43.5% Acg	7 87.5% fi	15 57.7% a	10 45.5% acg	3 60.0%	15 68.2%	9 47.4% ac
0=Zero	58 32.6%	1 8.3% fil	4 28.6%	0 0.0% il	0 0.0% 1	2 33.3%	10 43.5% a	1 12.5%	9 34.6%	11 50.0% ac	2 40.0%	6 27.3%	10 52.6% acd
-1=Negative	8 4.5%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	3 13.0%	0 0.0%	2 7.7%	1 4.5%	0 0.0%	1 4.5%	0 0.0%
Mean	0.6	0.9	0.7	1.0	0.6	0.7	0.3	0.9	0.5	0.4	0.6	0.6	0.5
SD	0.6	0.3 Fhll	0.5	0.0	0.9	0.5	0.7 Ag	0.4 fi	0.6 a	0.6 Ag	0.5	0.6	0.5 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: Customer relationship management

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=Positive	36 59.0% d	27 67.5% D	17 70.8% D	3 23.1% aBC	38 71.7%	17 53.1%	16 64.0%	2 33.3%	21 58.3%	8 61.5%	55 67.1%	26 53.1%	28 65.1%
0=Zero	23 37.7% d	10 25.0% D	6 25.0% D	10 76.9% aBC	12 22.6% d	13 40.6%	9 36.0%	4 66.7% a	12 33.3%	5 38.5%	24 29.3%	20 40.8%	13 30.2%
-1=Negative	2 3.3%	3 7.5%	1 4.2%	0 0.0%	3 5.7%	2 6.3%	0 0.0%	0 0.0%	3 8.3%	0 0.0%	3 3.7%	3 6.1%	2 4.7%
Mean	0.6	0.6	0.7	0.2	0.7	0.5	0.6	0.3	0.5	0.6	0.6	0.5	0.6
SD	0.6	0.6	0.6 d	0.4 c	0.6	0.6	0.5	0.5	0.7	0.5	0.6	0.6	0.6

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

Topic 3: Marketing Spending

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	122 66.3%	18 100.0% BCDeFgIjKl	8 61.5% Ad	1 20.0% AHI	0 0.0% AbefgHijkL	3 75.0% ad	19 63.3% Ad	7 77.8% ad	22 81.5% CDk	13 56.5% Ad	3 75.0% ad	12 54.5% Adh	12 75.0% acD
0=Zero	55 29.9%	0 0.0% bCDefgIjK	3 23.1% acD	4 80.0% AbfHI	5 100.0% ABeFgHijkL	1 25.0% ad	8 26.7% acD	2 22.2% ad	4 14.8% CDik	10 43.5% Adh	1 25.0% ad	10 45.5% Adh	3 18.8% cD
-1=Negative	7 3.8%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	3 10.0%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	1 6.3%
Mean	0.6	1.0	0.5	0.2	0.0	0.8	0.5	0.8	0.8	0.6	0.8	0.5	0.7
SD	0.6	0.0	0.8	0.4 gh	0.0	0.5	0.7	0.4 c	0.5 c	0.5	0.5	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: New product introductions

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%
1=Positive	47 71.2%	23 57.5% c	24 85.7% bd	6 54.5% c	34 66.7%	18 56.3% f	25 78.1%	6 66.7%	18 56.3% f	13 86.7% be	50 61.7%	39 69.6%	30 69.8%
0=Zero	15 22.7% b	17 42.5% aC	2 7.1% BD	5 45.5% C	16 31.4%	14 43.8% f	7 21.9%	2 22.2%	10 31.3%	2 13.3% b	29 35.8%	14 25.0%	11 25.6%
-1=Negative	4 6.1%	0 0.0%	2 7.1%	0 0.0%	1 2.0%	0 0.0% e	0 0.0% e	1 11.1%	4 12.5% bc	0 0.0%	2 2.5%	3 5.4%	2 4.7%
Mean	0.7	0.6	0.8	0.5	0.6	0.6	0.8	0.6	0.4	0.9	0.6	0.6	0.7
SD	0.6	0.5	0.6	0.5	0.5	0.5 f	0.4 e	0.7	0.7 cf	0.4 be	0.5	0.6	0.6

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

Topic 3: Marketing Spending

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	93 56.0%	3 37.5%	6 54.5%	2 50.0%	4 66.7%	1 25.0% k	11 45.8% k	5 62.5%	17 68.0%	12 50.0%	4 80.0%	17 77.3% efl	7 43.8% k
0=Zero	68 41.0%	5 62.5%	3 27.3%	2 50.0%	2 33.3%	3 75.0% k	10 41.7%	3 37.5%	8 32.0%	12 50.0%	1 20.0%	5 22.7% el	9 56.3% k
-1=Negative	5 3.0%	0 0.0%	2 18.2% hik	0 0.0%	0 0.0%	0 0.0%	3 12.5%	0 0.0%	0 0.0% b	0 0.0% b	0 0.0%	0 0.0% b	0 0.0%
Mean	0.5	0.4	0.4	0.5	0.7	0.3	0.3	0.6	0.7	0.5	0.8	0.8	0.4
SD	0.6	0.5 k	0.8	0.6	0.5	0.5 k	0.7 hk	0.5	0.5 f	0.5	0.4	0.4 aeff	0.5 k

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=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=Positive	26 48.1% b	27 71.1% aC	6 30.0% Bd	10 66.7% c	27 61.4%	18 58.1%	14 53.8%	3 50.0%	16 48.5%	9 69.2%	41 52.6%	24 51.1%	25 67.6%
0=Zero	25 46.3%	11 28.9% c	12 60.0% b	5 33.3%	16 36.4%	13 41.9%	12 46.2%	2 33.3%	15 45.5%	4 30.8%	36 46.2%	20 42.6%	11 29.7%
-1=Negative	3 5.6%	0 0.0%	2 10.0%	0 0.0%	1 2.3%	0 0.0% d	0 0.0% d	1 16.7% bc	2 6.1%	0 0.0%	1 1.3%	3 6.4%	1 2.7%
Mean	0.4	0.7	0.2	0.7	0.6	0.6	0.5	0.3	0.4	0.7	0.5	0.4	0.6
SD	0.6 b	0.5 aC	0.6 Bd	0.5 c	0.5	0.5	0.5	0.8	0.6	0.5	0.5	0.6	0.5

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

Topic 3: Marketing Spending

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	82 45.8%	1 10.0% fghkl	4 30.8%	2 40.0%	3 50.0%	2 50.0%	16 55.2% a	6 66.7% a	14 60.9% ai	7 30.4% h	1 25.0%	14 50.0% a	9 56.3% a
0=Zero	84 46.9%	8 80.0% fghkl	7 53.8%	3 60.0%	3 50.0%	2 50.0%	11 37.9% a	2 22.2% a	8 34.8% a	14 60.9%	3 75.0%	11 39.3% a	6 37.5% a
-1=Negative	13 7.3%	1 10.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	2 6.9%	1 11.1%	1 4.3%	2 8.7%	0 0.0%	3 10.7%	1 6.3%
Mean	0.4	0.0	0.2	0.4	0.5	0.5	0.5	0.6	0.6	0.2	0.3	0.4	0.5
SD	0.6	0.5 fhl	0.7	0.5	0.5	0.6	0.6 a	0.7	0.6 a	0.6	0.5	0.7	0.6 a

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

Topic 3: Marketing Spending

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

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%
1=Positive	32 52.5%	19 42.2%	11 47.8%	3 25.0%	13 29.5% bc	19 55.9% a	17 53.1% a	4 50.0%	17 51.5%	6 42.9%	41 47.1%	19 42.2%	21 47.7%
0=Zero	26 42.6%	21 46.7%	9 39.1%	7 58.3%	29 65.9% bE	14 41.2% a	14 43.8%	3 37.5%	9 27.3% A	7 50.0%	42 48.3%	21 46.7%	19 43.2%
-1=Negative	3 4.9%	5 11.1%	3 13.0%	2 16.7%	2 4.5% e	1 2.9% e	1 3.1% e	1 12.5%	7 21.2% abc	1 7.1%	4 4.6%	5 11.1%	4 9.1%
Mean	0.5	0.3	0.3	0.1	0.3	0.5	0.5	0.4	0.3	0.4	0.4	0.3	0.4
SD	0.6 d	0.7	0.7	0.7 a	0.5 b	0.6 a	0.6	0.7	0.8	0.6	0.6	0.7	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: Integrating what we know about marketing

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	76 54.3%	6 54.5%	8 72.7%	2 50.0%	2 40.0%	3 60.0%	11 50.0%	0 0.0%	9 50.0%	13 65.0%	2 66.7%	9 56.3%	5 33.3%
0=Zero	58 41.4%	5 45.5%	3 27.3%	2 50.0%	3 60.0%	2 40.0%	9 40.9%	2 100.0%	8 44.4%	6 30.0%	1 33.3%	5 31.3%	10 66.7%
-1=Negative	6 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.1%	0 0.0%	1 5.6%	1 5.0%	0 0.0%	2 12.5%	0 0.0%
Mean	0.5	0.5	0.7	0.5	0.4	0.6	0.4	0.0	0.4	0.6	0.7	0.4	0.3
SD	0.6	0.5	0.5	0.6	0.5	0.5	0.7	0.0	0.6	0.6	0.6	0.7	0.5

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

Topic 3: Marketing Spending

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

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=Positive	27 55.1%	18 56.3%	9 47.4%	4 40.0%	24 60.0% e	12 46.2%	12 63.2% e	3 60.0%	9 32.1% acF	9 81.8% E	36 51.4%	20 52.6%	19 63.3%
0=Zero	20 40.8%	12 37.5%	9 47.4%	5 50.0%	14 35.0% e	13 50.0%	7 36.8%	1 20.0%	17 60.7% af	2 18.2% e	32 45.7%	16 42.1%	10 33.3%
-1=Negative	2 4.1%	2 6.3%	1 5.3%	1 10.0%	2 5.0%	1 3.8%	0 0.0%	1 20.0%	2 7.1%	0 0.0%	2 2.9%	2 5.3%	1 3.3%
Mean	0.5	0.5	0.4	0.3	0.6	0.4	0.6	0.4	0.3	0.8	0.5	0.5	0.6
SD	0.6	0.6	0.6	0.7	0.6 e	0.6 f	0.5 e	0.9	0.6 acF	0.4 bE	0.6	0.6	0.6

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

Topic 3: Marketing Spending

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	70 52.2%	4 44.4%	5 55.6%	1 25.0%	5 71.4%	1 25.0%	10 50.0%	1 50.0%	8 50.0%	14 70.0%	2 100.0%	8 44.4%	5 33.3%
0=Zero	59 44.0%	5 55.6%	4 44.4%	3 75.0%	2 28.6%	3 75.0%	8 40.0%	1 50.0%	8 50.0%	6 30.0%	0 0.0%	8 44.4%	9 60.0%
-1=Negative	5 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	1 6.7%
Mean	0.5	0.4	0.6	0.3	0.7	0.3	0.4	0.5	0.5	0.7	1.0	0.3	0.3
SD	0.6	0.5	0.5	0.5	0.5	0.5	0.7	0.7	0.5	0.5	0.0	0.7	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: Developing knowledge about how to do marketing

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%
1=Positive	25 54.3%	15 48.4%	8 47.1%	7 58.3%	21 58.3% e	15 60.0% e	8 42.1%	5 71.4%	8 29.6% abf	7 70.0% e	36 52.2%	15 44.1%	19 61.3%
0=Zero	19 41.3%	14 45.2%	8 47.1%	5 41.7%	14 38.9%	9 36.0%	11 57.9%	2 28.6%	16 59.3%	3 30.0%	31 44.9%	17 50.0%	11 35.5%
-1=Negative	2 4.3%	2 6.5%	1 5.9%	0 0.0%	1 2.8%	1 4.0%	0 0.0%	0 0.0%	3 11.1%	0 0.0%	2 2.9%	2 5.9%	1 3.2%
Mean	0.5	0.4	0.4	0.6	0.6	0.6	0.4	0.7	0.2	0.7	0.5	0.4	0.6
SD	0.6	0.6	0.6	0.5	0.6 e	0.6 e	0.5	0.5 e	0.6 abdf	0.5 e	0.6	0.6	0.6

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

Topic 3: Marketing Spending

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	65 45.5%	7 63.6% b	1 12.5% a	2 40.0%	2 40.0%	2 50.0%	11 47.8%	3 75.0%	9 52.9%	7 35.0%	2 66.7%	11 55.0%	6 37.5%
0=Zero	72 50.3%	4 36.4% b	7 87.5% afk	3 60.0%	3 60.0%	2 50.0%	10 43.5% b	1 25.0%	8 47.1%	12 60.0%	1 33.3%	6 30.0% b	10 62.5%
-1=Negative	6 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	3 15.0%	0 0.0%
Mean	0.4	0.6	0.1	0.4	0.4	0.5	0.4	0.8	0.5	0.3	0.7	0.4	0.4
SD	0.6	0.5 b	0.4 ag	0.5	0.5	0.6	0.7	0.5 b	0.5	0.6	0.6	0.8	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=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=Positive	25 51.0%	14 41.2%	8 40.0%	4 36.4%	15 39.5% f	14 56.0%	10 45.5%	5 62.5%	9 31.0% f	9 75.0% ae	34 48.6%	15 37.5%	15 48.4%
0=Zero	23 46.9%	17 50.0%	11 55.0%	6 54.5%	22 57.9%	10 40.0%	12 54.5%	2 25.0%	17 58.6%	3 25.0%	33 47.1%	23 57.5%	15 48.4%
-1=Negative	1 2.0%	3 8.8%	1 5.0%	1 9.1%	1 2.6%	1 4.0%	0 0.0%	1 12.5%	3 10.3%	0 0.0%	3 4.3%	2 5.0%	1 3.2%
Mean	0.5	0.3	0.4	0.3	0.4	0.5	0.5	0.5	0.2	0.8	0.4	0.3	0.5
SD	0.5	0.6	0.6	0.6	0.5 f	0.6	0.5	0.8	0.6 F	0.5 aE	0.6	0.6	0.6

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

Topic 3: Marketing Spending

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	109 62.3%	9 60.0%	7 58.3%	3 50.0%	3 50.0%	4 100.0%	18 66.7%	4 66.7%	14 66.7%	15 57.7%	4 80.0%	13 59.1%	9 52.9%
0=Zero	52 29.7%	4 26.7%	4 33.3%	3 50.0%	3 50.0%	0 0.0%	8 29.6%	0 0.0%	7 33.3%	8 30.8%	1 20.0%	5 22.7%	7 41.2%
-1=Negative	14 8.0%	2 13.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 3.7%	2 33.3%	0 0.0%	3 11.5%	0 0.0%	4 18.2%	1 5.9%
Mean	0.5	0.5	0.5	0.5	0.5	1.0	0.6	0.3	0.7	0.5	0.8	0.4	0.5
SD	0.6	0.7	0.7	0.5	0.5	0.0	0.6	1.0	0.5	0.7	0.4	0.8	0.6

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

Topic 3: Marketing Spending

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

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=Positive	39 69.6% b	19 48.7% a	15 62.5%	6 42.9%	28 60.9%	20 64.5%	22 75.9% f	5 55.6%	20 57.1%	6 42.9% c	47 61.0%	34 64.2%	27 61.4%
0=Zero	15 26.8%	15 38.5%	4 16.7% d	7 50.0% c	15 32.6%	8 25.8%	6 20.7%	3 33.3%	11 31.4%	6 42.9%	25 32.5%	14 26.4%	13 29.5%
-1=Negative	2 3.6% c	5 12.8%	5 20.8% a	1 7.1%	3 6.5%	3 9.7%	1 3.4%	1 11.1%	4 11.4%	2 14.3%	5 6.5%	5 9.4%	4 9.1%
Mean	0.7	0.4	0.4	0.4	0.5	0.5	0.7	0.4	0.5	0.3	0.5	0.5	0.5
SD	0.5 b	0.7 a	0.8	0.6	0.6	0.7	0.5 f	0.7	0.7	0.7 c	0.6	0.7	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 consulting services

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Positive	66 42.9%	2 20.0% K	6 50.0%	0 0.0% K	0 0.0% K	0 0.0% K	10 41.7% k	2 50.0%	9 40.9% k	9 42.9% k	2 50.0%	15 75.0% ACDEfhi	6 37.5% k
0=Zero	76 49.4%	8 80.0% K	6 50.0% k	4 100.0% iK	5 100.0% hiK	3 75.0% k	13 54.2% k	2 50.0%	10 45.5% dk	9 42.9% cd	2 50.0%	3 15.0% AbCDefhi	8 50.0% k
-1=Negative	12 7.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 4.2%	0 0.0%	3 13.6%	3 14.3%	0 0.0%	2 10.0%	2 12.5%
Mean	0.4	0.2	0.5	0.0	0.0	-0.3	0.4	0.5	0.3	0.3	0.5	0.7	0.3
SD	0.6	0.4	0.5 e	0.0	0.0	0.5 bk	0.6	0.6	0.7	0.7	0.6	0.7 e	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 consulting services

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=Positive	21 42.0%	21 55.3%	7 33.3%	4 33.3%	21 50.0% ef	16 55.2% ef	11 44.0%	3 50.0%	8 25.8% ab	2 16.7% ab	31 42.5%	20 43.5%	15 42.9%
0=Zero	27 54.0%	14 36.8%	12 57.1%	6 50.0%	20 47.6%	13 44.8%	12 48.0%	2 33.3%	17 54.8%	8 66.7%	37 50.7%	22 47.8%	17 48.6%
-1=Negative	2 4.0%	3 7.9%	2 9.5%	2 16.7%	1 2.4% e	0 0.0% def	2 8.0%	1 16.7% b	6 19.4% ab	2 16.7% b	5 6.8%	4 8.7%	3 8.6%
Mean	0.4	0.5	0.2	0.2	0.5	0.6	0.4	0.3	0.1	0.0	0.4	0.3	0.3
SD	0.6	0.6	0.6	0.7	0.6 Ef	0.5 EF	0.6	0.8	0.7 AB	0.6 aB	0.6	0.6	0.6

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?

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Whole-sale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Number	469	24	20	8	8	6	34	14	40	35	6	46	29
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
Percent of budget	226	19	18	7	7	6	29	12	30	29	5	36	22
	10.6	17.4	12.9	4.7	4.8	6.7	8.8	7.8	10.0	11.4	17.0	11.8	9.1
	10.0	11.1	11.5	5.8	7.4	5.9	9.3	8.2	8.7	11.4	8.4	11.5	7.4
		CdeFghL		Aj	aj	aj	A	a	a		cdel		Aj

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

Topic 3: Marketing Spending

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

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
Percent of budget	64 10.6 9.9 c	54 10.1 9.8 C	32 16.3 11.2 aB	17 10.9 11.6	81 12.6 11.2	40 8.8 8.3	34 10.0 9.0	11 7.8 8.1	38 9.4 9.9	15 11.5 11.2	107 10.3 9.6 c	58 8.1 7.4 C	56 14.4 12.1 aB

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

Topic 3: Marketing Spending

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

N=469 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6	46	29
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
Percent of revenues	228	19	17	7	7	6	28	14	33	29	5	36	22
	7.9	10.8	11.0	10.3	8.7	4.9	5.0	5.1	11.0	7.3	16.0	5.3	8.2
	10.5	10.2	13.8	15.5	13.7	5.3	9.8	8.6	12.6	9.4	10.9	7.8	9.5
		k					hj	j	fk		fgK	ahJ	

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

Topic 3: Marketing Spending

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

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
Percent of revenues	64	53	34	17	81	43	33	10	39	17	107	60	56
	8.8	7.7	9.4	9.2	11.1	6.0	8.6	3.5	5.5	6.0	6.8	5.7	13.0
	12.1	9.8	10.7	10.9	12.6	8.7	11.2	2.9	8.5	7.2	9.0	7.2	14.4
					be	a			a		C	C	AB

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

Topic 4: Financial and Marketing Performance

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
N=469													
Number	469	24	20	8	8	6	34	14	40	35	6	46	29
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
Market share	274	16	15	8	7	6	32	13	33	31	6	33	25
	2.2	0.9	0.5	2.3	4.0	3.3	2.3	1.7	3.1	1.9	3.3	2.9	2.0
	4.1	3.6	2.4 dhk	3.4	4.7 b	6.0	3.9	3.4	4.4 b	4.4	4.1	3.8 b	4.6
Sales Revenue	290	19	15	8	7	6	32	13	36	33	6	40	24
	4.2	3.2	3.3	2.9	5.4	6.3	3.8	3.5	4.7	3.4	2.3	5.6	4.7
	5.6	6.5	5.8	4.7	3.6	5.8	5.9	5.2	6.1	5.3	6.9	5.5	5.3
Marketing ROI	230	16	12	7	7	5	25	11	26	27	6	35	18
	3.3	1.9	5.0	1.9	5.6	4.4	3.1	3.6	3.3	3.0	2.2	3.7	3.3
	4.4	4.8	5.2	1.9	4.2	2.6	2.7	4.6	4.9	4.5	1.3	5.2	5.7
Profits	263	19	14	8	7	6	30	12	32	28	6	37	21
	3.3	1.8	2.8	4.3	5.7	6.2	1.2	3.3	3.8	5.3	2.0	4.4	0.9
	5.7	6.5 i	5.5	4.4	5.5	6.0	6.1 lk	6.2	4.9	5.0 aFL	6.9	5.2 fl	6.1 lk
Customer acquisition	260	13	15	7	7	6	29	12	34	31	6	37	21
	3.3	2.9	3.3	2.0	5.0	4.5	2.1	2.6	4.1	2.7	2.5	4.2	3.1
	4.1	5.9	4.0	2.3	3.8 f	3.6	2.6 dhK	3.6	4.7 f	4.5	3.9	3.0 F	4.8
Customer retention	256	13	15	7	7	5	27	13	33	31	6	37	22
	1.9	2.5	1.5	1.3	2.3	4.0	0.1	3.7	2.1	2.6	2.8	1.8	1.5
	4.8	4.6	6.8	2.1	3.5	6.5	4.1 gi	5.8 f	5.7	5.0 f	3.8	5.1	4.7
Brand value	223	14	15	5	7	5	28	8	26	26	6	33	17
	3.2	2.6	2.3	0.8	5.7	6.6	2.9	2.3	3.5	3.2	4.3	3.2	3.5
	4.2	5.2	5.0	1.3 DE	2.5 C	3.2 Cf	3.5 e	3.7	3.8	3.6	3.6	4.1	5.6

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=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
Market share	87 2.6 3.9	60 1.6 3.8	39 1.2 3.8	20 3.0 4.5	72 2.5 4.4	44 2.8 5.1	34 1.0 3.7 e	11 2.5 3.6	44 2.6 3.0 c	17 1.5 2.2	123 2.0 4.4	79 2.3 3.8	67 2.2 3.9
Sales Revenue	89 4.8 5.2	64 3.8 5.9	43 3.0 6.0	21 5.4 4.5	82 4.1 6.0	43 4.4 6.3	37 3.4 5.8	11 5.7 4.2	44 3.8 4.9	18 5.6 3.9	130 4.0 5.9	80 4.5 5.3	74 4.4 5.6
Marketing ROI	68 2.9 3.7	52 3.9 4.8	32 2.0 4.7	17 4.2 5.0	60 2.4 4.3 EF	36 3.9 4.4 c	33 1.6 4.2 bEF	8 2.6 3.9	40 4.8 4.7 AC	15 5.6 3.6 AC	98 3.3 4.2	64 3.4 4.6	64 3.2 4.6
Profits	80 2.5 5.6 b	55 4.5 5.1 a	43 3.4 6.5	18 4.3 3.9	75 2.8 6.1	38 3.2 5.6	36 1.7 5.4 dF	10 5.8 4.3 c	42 4.0 5.7	17 5.8 4.1 C	118 3.2 5.5	73 3.6 5.7	68 3.4 5.9
Customer acquisition	77 2.9 3.8	60 3.5 4.0	35 2.7 4.9	19 3.5 4.4	77 3.4 3.9	39 3.8 4.7	35 2.6 4.7	10 3.5 2.3	41 3.2 3.1	14 2.9 4.4	118 2.9 4.3	70 3.7 4.0	67 3.6 3.9
Customer retention	74 1.6 5.3	59 1.4 5.0	34 2.1 4.4	19 3.4 4.6	78 3.0 5.2 C	39 2.0 5.1 c	34 -0.2 4.0 AbF	9 -0.3 4.4	39 1.5 5.1	15 3.4 4.5 C	115 1.5 4.6	69 2.5 4.8	67 2.2 5.2
Brand value	70 2.8 4.2	53 2.9 3.8	31 3.0 4.5	18 3.6 5.2	64 3.7 4.0 c	35 3.5 4.1 c	32 1.4 4.2 abF	9 3.0 4.2	34 3.1 4.2	14 5.1 3.0 C	97 3.0 4.2	60 3.9 4.7	62 2.8 3.6

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?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Number	469	24	20	8	8	6	34	14	40	35	6	46	29
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
Market share	270	15	15	8	7	6	32	13	33	31	6	34	24
	4.7	3.5	3.9	4.4	6.7	4.8	3.9	4.5	5.5	3.7	5.7	5.4	5.6
	3.5	3.1	2.6	3.9	2.6	4.4	3.5	3.3	3.7	3.6	4.1	3.4	3.6
		d	d		abfi		d		i	dh			
Sales Revenue	286	18	15	8	7	6	32	13	36	33	6	40	23
	7.0	6.6	7.5	5.5	6.4	7.5	6.3	6.5	7.5	6.1	7.8	7.8	7.4
	3.5	4.6	3.4	3.5	2.7	3.0	3.8	4.1	4.0	4.0	2.5	2.7	3.0
				k			k			k		cfi	
Marketing ROI	229	15	11	7	7	5	25	11	26	27	6	35	18
	5.5	3.9	7.1	3.9	6.7	6.0	3.1	4.6	5.9	5.3	4.7	6.7	7.0
	3.9	4.5	3.8	3.3	3.9	2.6	3.4	4.0	4.4	3.5	3.7	3.4	3.5
		kl	F		f		BdhiKL		f	f		aF	aF
Profits	261	18	14	8	7	6	30	12	32	28	6	37	21
	6.6	6.3	5.3	5.1	7.3	8.0	6.3	5.6	7.1	6.7	8.3	6.9	5.6
	3.7	3.6	5.4	2.6	3.6	3.6	3.8	4.4	3.2	3.7	2.9	3.4	5.1
Customer acquisition	260	12	15	7	7	6	29	12	35	31	6	37	21
	5.8	7.3	6.7	2.1	6.3	6.7	3.7	5.3	6.9	4.9	4.2	6.6	6.5
	3.6	3.7	3.9	5.0	3.7	2.9	2.8	3.9	3.3	3.8	3.1	3.1	3.5
		cF	cF	abHKL	f	f	ABdeHKL		CFi	hk		CFi	cF
Customer retention	255	12	15	7	7	5	27	13	33	31	6	37	22
	4.7	6.2	4.0	4.4	5.9	5.4	2.9	5.1	3.8	4.3	3.8	5.7	5.3
	4.1	4.3	5.0	4.5	4.3	3.6	3.7	4.1	4.3	3.9	3.4	4.4	3.9
		f					aKl					F	f
Brand value	222	13	15	5	7	5	27	8	27	26	6	33	17
	5.6	7.1	6.5	3.0	6.6	9.0	4.0	4.0	6.4	4.8	6.0	4.9	6.9
	3.8	4.1	3.7	4.1	3.3	2.2	3.8	4.6	3.2	3.6	3.5	4.2	3.3
		f	f	ehl		cFgik	abEhl	e	cf	e		e	cf

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=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
Market share	85 4.5 3.4	60 4.5 3.5	36 3.8 3.3	20 4.7 3.6	72 5.1 3.6 cf	43 6.2 4.1 CeF	34 3.5 2.9 aB	11 4.8 3.0	44 4.4 3.2 b	17 3.0 2.1 aB	123 4.9 3.7	78 4.5 3.1	65 4.4 3.4
Sales Revenue	87 7.1 3.5	64 7.1 2.9	41 6.4 3.9	21 7.2 3.4	81 7.3 3.3	42 7.5 3.8	37 6.8 3.5	11 6.8 3.9	44 6.1 4.1	18 6.7 3.3	129 7.3 3.5	79 6.4 3.5	73 6.8 3.7
Marketing ROI	67 4.4 4.2 bd	52 6.1 3.5 a	32 4.7 4.1 d	17 7.2 3.2 ac	59 5.7 3.5	36 6.0 4.0	33 4.2 4.7 e	8 3.3 2.7 e	40 6.4 3.5 cd	14 5.5 3.5	97 5.7 3.4	64 5.3 3.9	64 5.3 4.4
Profits	78 6.3 3.7	56 7.1 3.6	42 6.9 3.4	18 6.5 3.2	74 6.5 3.5	38 6.6 3.8	36 5.6 4.4	10 6.5 4.1	42 7.1 3.3	17 6.6 5.3	118 6.7 4.0	72 6.3 3.5	67 6.5 3.4
Customer acquisition	76 5.2 3.4	61 5.7 3.8	34 6.1 3.6	20 6.1 3.5	76 6.2 3.6	39 6.5 3.5	35 5.2 4.0	10 5.6 3.1	41 5.1 3.1	15 4.9 4.5	119 6.2 3.6	70 5.4 3.4	66 5.5 3.8
Customer retention	73 4.4 4.1	60 4.7 4.1	33 5.6 3.9	19 5.4 4.1	77 5.2 4.0 c	39 5.4 4.0 c	34 3.4 4.1 ab	9 3.3 3.4	39 3.9 4.5	15 4.7 4.6	115 4.9 4.0	69 4.4 4.1	66 4.9 4.2
Brand value	68 5.4 3.8	54 5.9 3.6	30 6.2 4.0	19 5.8 4.0	62 5.7 3.8	35 6.2 3.7 c	32 4.2 3.7 bF	9 5.1 4.0	34 5.3 4.2	15 7.5 2.8 C	97 5.6 3.9	60 6.0 3.6	61 5.0 3.8

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?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
7=Excellent - one of the best in the world	28 9.0%	5 20.8% F	4 21.1% F	0 0.0%	1 12.5% f	0 0.0%	0 0.0% ABdK	0 0.0%	2 5.1%	2 5.7%	0 0.0%	9 19.6% F	1 3.6%
6=A leader but not one of the best	44 14.1%	6 25.0% k	2 10.5%	0 0.0%	2 25.0%	1 16.7%	3 9.1%	2 14.3%	8 20.5%	9 25.7% k	0 0.0%	3 6.5% ai	3 10.7%
5=Strong	108 34.7%	6 25.0%	4 21.1% j	4 50.0%	4 50.0%	3 50.0%	10 30.3%	3 21.4%	13 33.3%	12 34.3%	4 66.7% b	17 37.0%	12 42.9%
4=Good	57 18.3%	2 8.3%	4 21.1%	1 12.5%	1 12.5%	1 16.7%	6 18.2%	3 21.4%	7 17.9%	6 17.1%	2 33.3%	8 17.4%	6 21.4%
3=Fair	42 13.5%	2 8.3% f	3 15.8%	1 12.5%	0 0.0% f	0 0.0%	13 39.4% adHIKl	2 14.3%	3 7.7% F	2 5.7% F	0 0.0%	5 10.9% F	4 14.3% f
2=Weak	25 8.0%	2 8.3%	2 10.5%	2 25.0% f	0 0.0%	1 16.7%	1 3.0% cg	3 21.4% f	4 10.3%	2 5.7%	0 0.0%	3 6.5%	2 7.1%
1=Very weak	7 2.3%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	2 5.1%	2 5.7%	0 0.0%	1 2.2%	0 0.0%
Mean	4.5	5.0	4.7	3.9	5.4	4.5	4.0	3.7	4.5	4.7	4.7	4.8	4.5
SD	1.4	1.7 fg	1.7	1.4 d	0.9 cFg	1.4	1.1 aDik	1.6 adk	1.6	1.5 f	0.5	1.5 fg	1.2

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=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
7=Excellent - one of the best in the world	3 3.3% Bc	12 16.4% A	7 15.6% a	1 4.0%	4 4.3% F	2 4.3% f	3 7.9%	2 16.7%	5 10.4%	5 23.8% Ab	11 8.0%	5 6.3%	8 10.3%
6=A leader but not one of the best	12 13.3%	10 13.7%	7 15.6%	7 28.0%	10 10.9% f	11 23.4%	3 7.9% f	1 8.3%	7 14.6%	6 28.6% ac	25 18.1%	9 11.3%	7 9.0%
5=Strong	30 33.3%	24 32.9%	11 24.4%	11 44.0%	34 37.0%	17 36.2%	14 36.8%	3 25.0%	16 33.3%	5 23.8%	43 31.2%	31 38.8%	29 37.2%
4=Good	20 22.2%	13 17.8%	9 20.0%	3 12.0%	21 22.8%	8 17.0%	7 18.4%	2 16.7%	6 12.5%	3 14.3%	22 15.9%	17 21.3%	17 21.8%
3=Fair	18 20.0%	7 9.6%	7 15.6%	1 4.0%	11 12.0%	5 10.6%	9 23.7% f	4 33.3% F	5 10.4%	0 0.0% cD	22 15.9%	8 10.0%	11 14.1%
2=Weak	7 7.8%	5 6.8%	2 4.4%	1 4.0%	6 6.5% e	4 8.5%	2 5.3%	0 0.0%	9 18.8% a	1 4.8%	12 8.7%	7 8.8%	5 6.4%
1=Very weak	0 0.0% c	2 2.7%	2 4.4% a	1 4.0%	6 6.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	3 2.2%	3 3.8%	1 1.3%
Mean	4.3	4.8	4.6	4.9	4.3	4.7	4.4	4.6	4.5	5.3	4.5	4.4	4.6
SD	1.3 b	1.5 a	1.6	1.3	1.5 F	1.3	1.3 f	1.5	1.6	1.6 Ac	1.5	1.4	1.4

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

Topic 4: Financial and Marketing Performance

In your company, how important is employee satisfaction to customer satisfaction?

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
7=Very Important	81 30.6%	3 13.0% dgkl	7 35.0%	1 12.5%	4 50.0% af	3 50.0%	5 15.2% dgkl	7 50.0% af	10 25.0%	12 34.3%	2 33.3%	16 36.4% af	11 40.7% af
6=	64 24.2%	6 26.1%	3 15.0% h	1 12.5%	1 12.5%	0 0.0%	6 18.2% h	2 14.3%	17 42.5% bfl	9 25.7%	1 16.7%	12 27.3%	5 18.5% h
5=	56 21.1%	3 13.0%	4 20.0%	3 37.5%	2 25.0%	1 16.7%	12 36.4% hk	2 14.3%	5 12.5% f	9 25.7%	2 33.3%	7 15.9% f	6 22.2%
4=	30 11.3%	5 21.7%	2 10.0%	2 25.0%	0 0.0%	2 33.3% i	3 9.1%	2 14.3%	5 12.5%	2 5.7% e	1 16.7%	4 9.1%	2 7.4%
3=	13 4.9%	3 13.0% i	2 10.0%	1 12.5% i	1 12.5% i	0 0.0%	2 6.1%	1 7.1%	1 2.5%	0 0.0% acd	0 0.0%	1 2.3%	1 3.7%
2=	8 3.0%	1 4.3%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	3 9.1% k	0 0.0%	1 2.5%	1 2.9%	0 0.0%	0 0.0% f	1 3.7%
1=Not Important	13 4.9%	2 8.7%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	2 6.1%	0 0.0%	1 2.5%	2 5.7%	0 0.0%	4 9.1%	1 3.7%
Mean	5.4	4.6	5.2	4.9	5.9	5.7	4.8	5.9	5.6	5.6	5.7	5.5	5.6
SD	1.6	1.8 ghikl	1.9	1.2	1.5	1.5	1.7 ghi	1.4 af	1.4 af	1.6 af	1.2	1.8 a	1.6 a

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

Topic 4: Financial and Marketing Performance

In your company, how important is employee satisfaction to customer satisfaction?

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
7=Very Important	17 22.7%	21 33.9%	11 30.6%	8 34.8%	31 34.4%	15 31.9%	10 25.6%	2 16.7%	14 29.8%	7 33.3%	33 26.4%	18 28.1%	24 37.5%
6=	19 25.3%	14 22.6%	9 25.0%	7 30.4%	24 26.7%	14 29.8%	7 17.9%	2 16.7%	9 19.1%	6 28.6%	25 20.0%	16 25.0%	21 32.8%
5=	16 21.3%	14 22.6%	6 16.7%	3 13.0%	17 18.9%	7 14.9%	11 28.2%	5 41.7%	10 21.3%	5 23.8%	30 24.0%	14 21.9%	10 15.6%
4=	12 16.0%	6 9.7%	6 16.7%	1 4.3%	10 11.1%	6 12.8%	6 15.4%	1 8.3%	4 8.5%	1 4.8%	18 14.4%	9 14.1%	3 4.7%
3=	3 4.0%	3 4.8%	3 8.3%	0 0.0%	1 1.1%	1 2.1%	3 7.7%	1 8.3%	6 12.8%	1 4.8%	9 7.2%	2 3.1%	1 1.6%
2=	5 6.7%	0 0.0%	0 0.0%	0 0.0%	2 2.2%	1 2.1%	1 2.6%	0 0.0%	2 4.3%	1 4.8%	3 2.4%	2 3.1%	2 3.1%
1=Not Important	3 4.0%	4 6.5%	1 2.8%	4 17.4%	5 5.6%	3 6.4%	1 2.6%	1 8.3%	2 4.3%	0 0.0%	7 5.6%	3 4.7%	3 4.7%
Mean	5.1	5.5	5.4	5.3	5.5	5.4	5.2	4.9	5.1	5.7	5.1	5.3	5.7
SD	1.7	1.7	1.5	2.2	1.6	1.7	1.5	1.7	1.8	1.4	1.7	1.6	1.6

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

Topic 5: Social Media

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

N=469 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6	46	29
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
...do you currently spend on social media?	201 8.4 10.1	17 10.7 9.3 g	10 9.1 6.2	5 4.0 4.2	6 5.8 8.0	4 11.3 7.5	25 6.7 11.4	13 4.1 5.7 aj	23 6.7 6.2	25 11.4 12.3	5 13.2 8.0 g	35 10.1 11.3	21 7.3 11.7
...will you spend in the next 12 months?	185 11.5 12.1	16 14.6 11.1 g	10 15.9 8.5 g	5 7.0 10.4	6 9.2 11.1	4 15.5 11.7	23 8.8 13.8	13 6.2 8.6 abj	19 9.9 7.3 j	22 14.2 15.6	5 20.8 13.0 gh	32 11.6 11.1	20 10.4 14.0
...will you spend in five years?	182 21.6 20.2	16 25.4 18.5	10 29.8 21.6 g	5 13.2 18.7	6 17.7 18.2	4 31.8 22.6	23 20.7 27.9	13 15.2 10.8 bJ	18 18.3 14.2 j	22 26.9 24.8	3 41.7 14.4 Ghk	32 20.4 16.8 j	20 18.3 20.1

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

Topic 5: Social Media

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

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
...do you currently spend on social media?	60 7.5 10.8	45 9.6 11.7	28 9.6 8.7	15 9.9 7.9	69 10.3 11.2	33 8.0 9.2	29 7.7 7.4	9 9.2 16.2	34 6.6 8.2	10 7.7 6.4	98 8.3 11.5	55 6.2 7.0 C	44 12.0 9.7 B
...will you spend in the next 12 months?	55 11.1 13.3	40 11.8 12.8	27 13.2 11.2	14 11.4 8.2	62 14.3 14.1	30 12.2 12.1	28 11.1 9.8	8 11.5 20.0	33 9.0 9.7	10 8.6 7.2	94 10.8 13.2 c	48 9.4 8.8 C	40 16.3 12.3 aB
...will you spend in five years?	55 22.6 23.5	39 21.2 19.6	27 24.6 19.0	14 22.6 16.1	61 25.3 22.4	29 23.4 21.6	27 22.4 19.4	8 22.8 29.2	33 18.3 16.1	10 17.8 13.4	94 21.5 22.8	48 19.2 14.7 c	37 26.8 18.8 b

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

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

N=469 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
How many of people does your firm employ in-house to do social media?	271 1.7 2.6	20 2.1 3.2	20 3.2 4.1	8 1.3 1.7	8 3.4 4.6	6 1.1 1.0	32 1.1 1.2	14 1.0 1.4	35 2.2 2.8	33 2.1 2.8	6 1.6 1.4	41 1.6 2.0	27 1.1 1.8
			Fkl		fl		Bd					b	bd
What percentage of these social media employees are within marketing?	255 59.4 46.7	18 59.6 45.1	18 59.3 48.1	8 32.6 46.4	8 39.3 50.4	6 83.3 40.8	31 52.9 49.6	13 58.5 48.4	33 72.8 43.3	33 57.7 47.9	5 34.4 41.8	39 63.4 44.7	24 52.1 50.0
				h					c				
How many of people does your firm employ from other companies to perform social media activities?	251 1.1 2.2	19 2.9 3.4	17 1.5 2.4	8 0.4 0.7	8 2.4 3.7	5 0.4 0.5	30 1.3 2.3	12 0.2 0.6	31 0.9 1.9	31 0.7 1.1	6 3.5 3.3	40 1.4 2.4	24 0.5 1.0
		ghIL		j	il		j	aJ	aJ	AdJ	cfGHIL		AdJ

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

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
How many of people does your firm employ in-house to do social media?	81 1.3 1.9 cD	65 1.8 1.9 D	36 2.4 3.3 a	21 3.9 4.3 AB	89 1.1 2.0 EF	44 1.1 1.3 EF	37 1.7 2.1 eF	10 1.3 1.0 f	46 3.2 3.5 ABc	15 4.0 3.7 ABCd	127 1.4 2.1 C	67 1.7 2.1 A	67 2.6 3.5 A
What percentage of these social media employees are within marketing?	78 59.5 47.5 d	62 70.5 42.8 D	34 60.5 46.5 a	20 35.3 46.8 aB	85 56.6 47.4 EF	40 70.9 43.7 EF	35 62.4 45.9 F	10 53.0 45.9 f	45 49.7 49.5 AB	14 67.2 43.3 ABCd	120 62.7 47.5 C	64 48.8 48.1 B	63 61.4 43.6 C
How many of people does your firm employ from other companies to perform social media activities?	76 0.9 1.9 c	60 1.1 2.0 c	34 2.1 3.1 a	19 1.3 2.1 a	84 0.6 1.4 EF	42 0.8 1.4 EF	36 1.2 2.3 F	10 0.9 1.7 f	42 2.2 3.1 AB	11 4.0 3.6 ABCd	118 1.1 2.2 C	63 1.4 2.1 B	63 1.1 2.3 C

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

Topic 5: Social Media

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
1=Not At All Effectively	43 15.2%	2 8.3%	3 16.7%	3 37.5% k	2 25.0%	0 0.0%	7 21.9%	4 28.6% k	4 10.3% l	5 14.7%	0 0.0%	3 7.0% cgl	8 29.6% hk
2=	41 14.5%	4 16.7%	1 5.6%	1 12.5%	2 25.0%	2 33.3%	3 9.4%	1 7.1%	3 7.7%	8 23.5%	0 0.0%	4 9.3%	6 22.2%
3=	36 12.8%	4 16.7%	2 11.1%	1 12.5%	0 0.0%	1 16.7%	6 18.8%	1 7.1%	7 17.9%	5 14.7%	0 0.0%	5 11.6%	2 7.4%
4=	47 16.7%	3 12.5% j	3 16.7%	2 25.0%	2 25.0%	1 16.7%	8 25.0%	1 7.1% j	4 10.3% j	6 17.6%	3 50.0% aghk	4 9.3% j	6 22.2%
5=	54 19.1%	4 16.7%	3 16.7%	0 0.0% j	1 12.5%	0 0.0%	4 12.5% hj	3 21.4%	13 33.3% fil	4 11.8% hj	3 50.0% cfil	13 30.2% l	2 7.4% hjk
6=	33 11.7%	4 16.7%	2 11.1%	0 0.0%	0 0.0%	1 16.7%	2 6.3%	3 21.4%	6 15.4%	4 11.8%	0 0.0%	8 18.6%	1 3.7%
7=Very Effectively	28 9.9%	3 12.5%	4 22.2%	1 12.5%	1 12.5%	1 16.7%	2 6.3%	1 7.1%	2 5.1%	2 5.9%	0 0.0%	6 14.0%	2 7.4%
Mean	3.8	4.1	4.3	2.9	3.3	4.0	3.4	3.8	4.2	3.5	4.5	4.6	3.0
SD	1.9	1.9	2.1	2.1	2.1	2.1	1.8	2.2	1.7	1.8	0.5	1.8	1.9
		1	1	k			K		L	K		cFIL	abHK

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=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
1=Not At All Effectively	12 14.3%	8 12.3%	4 10.3%	4 18.2%	21 23.3%	6 13.3%	3 7.9%	3 27.3%	7 14.6%	1 4.8%	23 18.0%	13 18.1%	5 7.2%
					c		a				c		a
2=	14 16.7%	11 16.9%	5 12.8%	3 13.6%	9 10.0%	9 20.0%	6 15.8%	1 9.1%	7 14.6%	2 9.5%	21 16.4%	13 18.1%	6 8.7%
3=	15 17.9%	6 9.2%	4 10.3%	3 13.6%	9 10.0%	4 8.9%	8 21.1%	4 36.4%	6 12.5%	3 14.3%	15 11.7%	10 13.9%	10 14.5%
					d	d		ab					
4=	15 17.9%	9 13.8%	3 7.7%	5 22.7%	9 10.0%	10 22.2%	7 18.4%	1 9.1%	8 16.7%	7 33.3%	23 18.0%	10 13.9%	11 15.9%
					F					A			
5=	14 16.7%	15 23.1%	9 23.1%	5 22.7%	20 22.2%	6 13.3%	10 26.3%	1 9.1%	4 8.3%	6 28.6%	17 13.3%	15 20.8%	19 27.5%
					e		e		acf	e	c		a
6=	8 9.5%	8 12.3%	8 20.5%	1 4.5%	14 15.6%	6 13.3%	2 5.3%	0 0.0%	8 16.7%	1 4.8%	16 12.5%	5 6.9%	10 14.5%
7=Very Effectively	6 7.1%	8 12.3%	6 15.4%	1 4.5%	8 8.9%	4 8.9%	2 5.3%	1 9.1%	8 16.7%	1 4.8%	13 10.2%	6 8.3%	8 11.6%
Mean	3.6	4.0	4.4	3.5	3.8	3.8	3.8	3.0	4.1	4.0	3.7	3.6	4.4
SD	1.8	1.9	2.0	1.7	2.1	1.9	1.6	1.8	2.1	1.4	2.0	1.9	1.7
	c		a								c	C	aB

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

Topic 5: Social Media

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

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	469 100.0%	24 5.1%	20 4.3%	8 1.7%	8 1.7%	6 1.3%	34 7.2%	14 3.0%	40 8.5%	35 7.5%	6 1.3%	46 9.8%	29 6.2%
Hits/visits/page views	192 40.9%	19 79.2%	14 70.0%	5 62.5%	3 37.5%	4 66.7%	23 67.6%	6 42.9%	27 67.5%	23 65.7%	5 83.3%	30 65.2%	19 65.5%
Number of followers or Friends	143 30.5%	16 66.7%	13 65.0%	3 37.5%	4 50.0%	3 50.0%	16 47.1%	6 42.9%	18 45.0%	19 54.3%	6 100.0%	24 52.2%	8 27.6%
Repeat visits	117 24.9%	11 45.8%	12 60.0%	1 12.5%	2 25.0%	3 50.0%	14 41.2%	5 35.7%	11 27.5%	13 37.1%	4 66.7%	22 47.8%	12 41.4%
Conversion rates (whether a visitor is converted to a buyer)	99 21.1%	7 29.2%	8 40.0%	1 12.5%	3 37.5%	4 66.7%	8 23.5%	4 28.6%	19 47.5%	9 25.7%	4 66.7%	18 39.1%	8 27.6%
Buzz indicators (web mentions)	76 16.2%	9 37.5%	6 30.0%	1 12.5%	1 12.5%	2 33.3%	8 23.5%	1 7.1%	14 35.0%	7 20.0%	2 33.3%	13 28.3%	4 13.8%
Customer acquisition Costs	48 10.2%	6 25.0%	3 15.0%	0 0.0%	2 25.0%	2 33.3%	1 2.9%	1 7.1%	9 22.5%	6 17.1%	3 50.0%	8 17.4%	4 13.8%
Net promoter score	46 9.8%	2 8.3%	5 25.0%	2 25.0%	1 12.5%	3 50.0%	4 11.8%	1 7.1%	5 12.5%	7 20.0%	2 33.3%	5 10.9%	5 17.2%
Revenue per customer	43 9.2%	6 25.0%	1 5.0%	2 25.0%	4 50.0%	0 0.0%	4 11.8%	4 28.6%	5 12.5%	4 11.4%	2 33.3%	6 13.0%	1 3.4%

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Sales levels	41 8.7%	4 16.7%	0 0.0% gj	1 12.5%	1 12.5%	1 16.7%	5 14.7%	4 28.6% b	7 17.5%	4 11.4%	2 33.3% b	5 10.9%	3 10.3%
Metrics using analysis of online text	40 8.5%	2 8.3%	5 25.0%	0 0.0%	1 12.5%	2 33.3%	6 17.6%	1 7.1%	7 17.5%	3 8.6%	1 16.7%	6 13.0%	3 10.3%
Online product/service Ratings	28 6.0%	1 4.2% J	3 15.0% Jl	0 0.0% J	1 12.5% j	1 16.7% jl	4 11.8% J	1 7.1% J	2 5.0% J	4 11.4% J	5 83.3% J ABCdeFGHI KL	2 4.3% J	0 0.0% beJ
Profits per customer	21 4.5%	2 8.3%	0 0.0%	0 0.0%	1 12.5%	1 16.7%	3 8.8%	2 14.3%	3 7.5%	4 11.4%	1 16.7%	3 6.5%	1 3.4%
Customer retention costs	14 3.0%	1 4.2% e	0 0.0% e	0 0.0%	0 0.0%	2 33.3% abfHKL	1 2.9% e	1 7.1%	1 2.5% E	3 8.6%	1 16.7% 1	2 4.3% e	0 0.0% Ej
Abandoned shopping Carts	13 2.8%	0 0.0% d	1 5.0%	0 0.0%	2 25.0% afkL	0 0.0%	1 2.9% d	2 14.3% 1	2 5.0%	2 5.7%	1 16.7% 1	2 4.3% d	0 0.0% Dgj

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

Topic 5: Social Media

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

N=469	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	122 26.0%	102 21.7%	71 15.1%	44 9.4%	93 19.8%	48 10.2%	39 8.3%	12 2.6%	48 10.2%	21 4.5%	148 31.6%	85 18.1%	81 17.3%
Hits/visits/page views	59 48.4%	42 41.2%	29 40.8%	14 31.8%	54 58.1%	33 68.8%	31 79.5%	7 58.3%	35 72.9%	14 66.7%	87 58.8%	51 60.0%	46 56.8%
Number of followers or Friends	38 31.1%	35 34.3%	24 33.8%	15 34.1%	41 44.1%	26 54.2%	23 59.0%	4 33.3%	24 50.0%	13 61.9%	58 39.2%	37 43.5%	41 50.6%
Repeat visits	34 27.9%	30 29.4%	15 21.1%	9 20.5%	30 32.3%	21 43.8%	18 46.2%	5 41.7%	23 47.9%	9 42.9%	57 38.5%	28 32.9%	27 33.3%
Conversion rates (whether a visitor is converted to a buyer)	22 18.0%	29 28.4%	16 22.5%	8 18.2%	30 32.3%	14 29.2%	18 46.2%	1 8.3%	18 37.5%	12 57.1%	31 20.9%	27 31.8%	38 46.9%
Buzz indicators (web mentions)	22 18.0%	22 21.6%	9 12.7%	6 13.6%	16 17.2%	10 20.8%	13 33.3%	2 16.7%	16 33.3%	8 38.1%	28 18.9%	21 24.7%	24 29.6%
Customer acquisition Costs	8 6.6%	15 14.7%	8 11.3%	8 18.2%	18 19.4%	4 8.3%	11 28.2%	0 0.0%	5 10.4%	6 28.6%	14 9.5%	12 14.1%	21 25.9%
Net promoter score	14 11.5%	9 8.8%	6 8.5%	4 9.1%	9 9.7%	5 10.4%	7 17.9%	0 0.0%	16 33.3%	5 23.8%	21 14.2%	11 12.9%	12 14.8%
Revenue per customer	7 5.7%	11 10.8%	9 12.7%	7 15.9%	14 15.1%	4 8.3%	7 17.9%	2 16.7%	6 12.5%	5 23.8%	10 6.8%	15 17.6%	17 21.0%

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

Topic 5: Social Media

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

N=469	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
Sales levels	10 8.2%	9 8.8%	11 15.5%	4 9.1%	19 20.4%	7 14.6%	3 7.7%	2 16.7%	3 6.3%	4 19.0%	11 7.4%	12 14.1%	17 21.0%
					e				a		C		A
Metrics using analysis of online text	13 10.7%	12 11.8%	3 4.2%	6 13.6%	12 12.9%	4 8.3%	5 12.8%	1 8.3%	9 18.8%	4 19.0%	17 11.5%	8 9.4%	14 17.3%
Online product/service Ratings	11 9.0%	4 3.9%	5 7.0%	6 13.6%	9 9.7%	2 4.2%	2 5.1%	2 16.7%	3 6.3%	4 19.0%	4 2.7%	9 10.6%	15 18.5%
		d		b		f			b		bC	a	A
Profits per customer	5 4.1%	7 6.9%	5 7.0%	2 4.5%	9 9.7%	2 4.2%	5 12.8%	2 16.7%	1 2.1%	2 9.5%	7 4.7%	4 4.7%	9 11.1%
								e	d				
Customer retention costs	2 1.6%	7 6.9%	1 1.4%	2 4.5%	7 7.5%	0 0.0%	3 7.7%	0 0.0%	2 4.2%	0 0.0%	5 3.4%	3 3.5%	6 7.4%
	b	a											
Abandoned shopping Carts	1 0.8%	5 4.9%	4 5.6%	1 2.3%	5 5.4%	0 0.0%	0 0.0%	0 0.0%	5 10.4%	3 14.3%	1 0.7%	5 5.9%	7 8.6%
	c		a			eF	ef		bc	Bc	bC	a	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=469 Number Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6	46
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
Percent change	242	21	20	8	8	6	31	14	31	31	5	42	24
	5.4	8.8	2.8	6.4	13.6	12.0	3.0	4.6	4.6	4.1	3.0	7.4	3.8
	12.7	16.5	11.2	10.9	20.9	18.8	7.7	8.9	14.0	12.1	6.7	15.3	6.6
					fl		d						d

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

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=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
Percent change	70	55	35	20	84	44	36	11	42	17	118	61	57
	4.4	3.1	3.4	4.9	5.2	5.6	7.9	1.6	5.2	2.8	6.1	3.7	6.5
	10.8	12.0	7.7	14.9	13.5	12.7	15.0	3.8	12.5	4.8	13.7	9.4	14.3

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

Data are winsorized.

Topic 6: Marketing Jobs

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

N=469 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6	46
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
Percent change	240	21	20	8	8	6	30	14	31	30	5	41	24
	3.5	6.1	4.3	1.1	2.0	-1.7	3.7	3.7	2.1	1.4	7.0	6.4	1.4
	9.1	8.8	10.5	5.6	13.4	9.8	7.7	7.6	9.2	8.9	6.7	10.5	7.6
										k		il	k

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

Topic 6: Marketing Jobs

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

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
Percent change	70	54	35	18	82	44	36	11	44	15	120	59	56
	3.2	2.0	5.2	1.2	3.7	5.7	3.4	1.0	1.7	0.3	4.7	2.9	1.9
	8.1	8.8	10.0	10.7	7.7	10.3	10.5	7.4	9.9	3.0	10.3	8.1	7.3

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

Data are winsorized.

Topic 7: Marketing Organization

Where is marketing located in your firm?

N=269	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	269 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	33 12.3%	14 5.2%	39 14.5%	35 13.0%	6 2.2%	44 16.4%	26 9.7%
Corporate	232 86.2%	22 91.7%	16 80.0%	6 75.0%	8 100.0%	6 100.0%	28 84.8%	10 71.4%	34 87.2%	31 88.6%	6 100.0%	40 90.9%	19 73.1%
Business unit level	82 30.5%	7 29.2%	5 25.0%	1 12.5%	2 25.0%	2 33.3%	15 45.5%	5 35.7%	13 33.3%	9 25.7%	1 16.7%	11 25.0%	10 38.5%
Brand or product level	29 10.8%	8 33.3% fIK	3 15.0% i	1 12.5% i	0 0.0%	0 0.0%	3 9.1% a	1 7.1%	6 15.4% i	0 0.0% Abchl	0 0.0%	3 6.8% A	3 11.5% i
Field offices	33 12.3%	4 16.7% k	1 5.0%	1 12.5%	1 12.5%	0 0.0%	3 9.1%	1 7.1%	10 25.6% K	6 17.1% k	0 0.0%	1 2.3% aHi	3 11.5%

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

Topic 7: Marketing Organization

Where is marketing located in your firm?

N=269	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	76 28.3%	61 22.7%	38 14.1%	23 8.6%	89 33.1%	46 17.1%	39 14.5%	11 4.1%	48 17.8%	21 7.8%	124 46.1%	68 25.3%	65 24.2%
Corporate	64 84.2%	53 86.9%	35 92.1%	19 82.6%	80 89.9%	40 87.0%	35 89.7%	9 81.8%	37 77.1%	18 85.7%	102 82.3%	64 94.1%	55 84.6%
Business unit level	29 38.2%	17 27.9%	11 28.9%	8 34.8%	7 7.9%	11 23.9%	12 30.8%	6 54.5%	29 60.4%	14 66.7%	38 30.6%	26 38.2%	16 24.6%
Brand or product level	8 10.5%	5 8.2%	9 23.7%	0 0.0%	5 5.6%	4 8.7%	3 7.7%	2 18.2%	10 20.8%	3 14.3%	9 7.3%	10 14.7%	8 12.3%
Field offices	12 15.8%	4 6.6%	7 18.4%	1 4.3%	7 7.9%	3 6.5%	5 12.8%	0 0.0%	7 14.6%	8 38.1%	7 5.6%	14 20.6%	12 18.5%

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

Topic 7: Marketing Organization

Number of employees in firm? Marketing employees?

N=469 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
How many employees does your firm have?	260	24	20	7	8	6	33	13	39	34	6	43	26
	7519	17156	10471	4005	16162	20731	7635	9066	7869	6037	977	1926	3133
	19719	30690	27922	7430	31214	36657	19421	25015	21801	10556	1750	5349	7553
		Kl			K	Kl				k		ADEi	ae
How many marketing (non-sales) employees are in your firm?	247	23	19	7	8	6	33	13	37	31	6	39	24
	181	600	94	6	142	833	107	49	260	63	22	156	42
	750	1425	228	6	348	1983	251	76	1019	129	35	781	122
		i				fil	e			ae			e

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

Data are winsorized.

Topic 7: Marketing Organization

Number of employees in firm? Marketing employees?

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
How many employees does your firm have?	74 7505 20361	61 6364 20268	36 12428 25941	22 14719 26968	87 92 273 CDEF	47 1487 8722 EF	38 964 1008 ADEF	12 3275 4354 ACeF	47 11611 12832 ABCdF	20 59867 35916 ABCDE	122 5117 16656 b	62 12693 25217 a	63 6869 19260
How many marketing (non-sales) employees are in your firm?	73 249 925	56 55 158 c	35 426 1175 b	19 99 232	84 9 24 CDEF	46 31 147 F	37 27 31 AF	11 40 60 Af	44 194 605 AF	17 1611 1933 ABCdE	117 127 641	61 342 1087	60 136 544

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

Data are winsorized.

Topic 7: Marketing Organization

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
Sales is in charge of Marketing	34 10.3%	1 4.2%	4 20.0% 1	0 0.0%	2 25.0% 1	0 0.0%	4 12.1%	1 7.1%	6 15.0% 1	3 8.6%	1 16.7% 1	4 8.7%	0 0.0% bdhj
Sales is within the marketing function	23 7.0%	0 0.0% J	2 10.0%	1 12.5% f	1 12.5% f	0 0.0%	0 0.0% cdJl	0 0.0% j	2 5.0% j	1 2.9% j	2 33.3% AFghi	4 8.7%	4 14.3% f
Sales and marketing work together on an equal level	237 72.0%	21 87.5% dj	13 65.0%	5 62.5%	4 50.0% a	6 100.0%	26 78.8%	9 64.3%	28 70.0%	27 77.1%	3 50.0% a	31 67.4%	21 75.0%
We don't have a sales Function	21 6.4%	0 0.0% G	0 0.0% g	0 0.0%	0 0.0%	0 0.0%	1 3.0% g	4 28.6% Abfh	2 5.0% g	3 8.6%	0 0.0%	6 13.0%	2 7.1%
We have a sales function, but not a marketing Function	14 4.3%	2 8.3%	1 5.0%	2 25.0% ik	1 12.5%	0 0.0%	2 6.1%	0 0.0%	2 5.0%	1 2.9% c	0 0.0%	1 2.2% c	1 3.6%

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

Topic 7: Marketing Organization

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

N=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
Sales is in charge of Marketing	15 15.8% d	7 9.2%	3 6.0%	0 0.0% a	12 13.0%	2 4.3%	4 10.3%	0 0.0%	8 16.7%	0 0.0%	9 6.1% c	9 10.6%	13 16.0% a
Sales is within the marketing function	3 3.2% d	8 10.5%	1 2.0% d	4 15.4% ac	11 12.0%	1 2.1%	2 5.1%	0 0.0%	2 4.2%	1 4.8%	6 4.1% c	8 9.4%	9 11.1% a
Sales and marketing work together on an equal level	70 73.7%	52 68.4%	39 78.0%	20 76.9%	50 54.3% BCdF	41 87.2% A	32 82.1% A	11 91.7% a	34 70.8%	19 90.5% A	114 77.6% c	59 69.4%	52 64.2% a
We don't have a sales Function	3 3.2% c	4 5.3%	6 12.0% a	2 7.7%	10 10.9%	2 4.3%	1 2.6%	0 0.0%	4 8.3%	0 0.0%	9 6.1%	5 5.9%	6 7.4%
We have a sales function, but not a marketing Function	4 4.2%	5 6.6%	1 2.0%	0 0.0%	9 9.8% ce	1 2.1%	0 0.0% a	1 8.3% e	0 0.0% ad	1 4.8%	9 6.1%	4 4.7%	1 1.2%

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

Topic 7: Marketing Organization

Which organizational structure is most common in your firm—product/service groups or customer groups?

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
Product/service groups	194 73.5%	21 91.3% fGjk	16 80.0%	7 87.5%	5 71.4%	4 66.7%	22 66.7% a	6 46.2% AhL	30 78.9% g	24 70.6%	3 50.0% al	28 65.1% al	23 88.5% Gjk
Customer groups	70 26.5%	2 8.7% fGjk	4 20.0%	1 12.5%	2 28.6%	2 33.3%	11 33.3% a	7 53.8% AhL	8 21.1% g	10 29.4%	3 50.0% al	15 34.9% al	3 11.5% Gjk

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=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%
Product/service groups	52 69.3%	39 67.2%	31 81.6%	16 69.6%	61 69.3%	32 72.7%	27 69.2%	9 81.8%	37 82.2%	17 81.0%	90 74.4%	51 75.0%	45 69.2%
Customer groups	23 30.7%	19 32.8%	7 18.4%	7 30.4%	27 30.7%	12 27.3%	12 30.8%	2 18.2%	8 17.8%	4 19.0%	31 25.6%	17 25.0%	20 30.8%

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?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	264 100.0%	23 8.7%	20 7.6%	8 3.0%	7 2.7%	6 2.3%	33 12.5%	14 5.3%	39 14.8%	34 12.9%	6 2.3%	43 16.3%	25 9.5%
Advertising	221 83.7%	20 87.0% c	16 80.0% c	3 37.5% abdfHijL	7 100.0% c	3 50.0% fhiL	30 90.9% Cek	11 78.6%	35 89.7% Cek	31 91.2% Cek	6 100.0% c	31 72.1% fhi	22 88.0% Ce
Brand	221 83.7%	22 95.7% Cg	18 90.0% C	2 25.0% ABdFgHijK L	7 100.0% c	5 83.3%	30 90.9% C	10 71.4% ac	32 82.1% C	31 91.2% C	6 100.0% c	33 76.7% C	20 80.0% C
Positioning	217 82.2%	19 82.6% C	19 95.0% C	2 25.0% ABeFgHijKL	5 71.4% h	6 100.0% c	27 81.8% C	10 71.4% ch	37 94.9% Cdgik	25 73.5% ch	6 100.0% c	33 76.7% Ch	22 88.0% C
Promotion	216 81.8%	17 73.9% c	15 75.0% c	2 25.0% abdfGHijKL	7 100.0% c	5 83.3%	29 87.9% C	13 92.9% C	35 89.7% C	28 82.4% C	6 100.0% c	33 76.7% C	20 80.0% C
Marketing research	200 75.8%	18 78.3%	19 95.0% cK	5 62.5% b	5 71.4%	4 66.7%	28 84.8% K	11 78.6%	31 79.5% k	25 73.5%	5 83.3%	24 55.8% BFhl	20 80.0% k
Social media	200 75.8%	18 78.3%	15 75.0%	4 50.0% h	6 85.7%	4 66.7%	25 75.8%	10 71.4%	34 87.2% cl	25 73.5%	6 100.0%	33 76.7%	15 60.0% h
Marketing analytics	200 75.8%	18 78.3% c	13 65.0%	3 37.5% aefHij	6 85.7%	6 100.0% c	26 78.8% c	10 71.4%	33 84.6% C	26 76.5% c	6 100.0% c	31 72.1%	17 68.0%
Competitive intelligence	179 67.8%	13 56.5% f	14 70.0%	4 50.0%	3 42.9% ef	6 100.0% dg	27 81.8% adgk	7 50.0% ef	30 76.9%	24 70.6%	5 83.3%	25 58.1% f	17 68.0%
Public relations	162 61.4%	12 52.2%	14 70.0% c	1 12.5% bdfHIK	5 71.4% c	3 50.0%	21 63.6% c	7 50.0%	26 66.7% C	24 70.6% C	4 66.7%	28 65.1% C	13 52.0%
Market entry strategies	149 56.4%	15 65.2%	13 65.0%	3 37.5%	4 57.1%	4 66.7%	20 60.6%	5 35.7%	25 64.1%	16 47.1%	5 83.3%	20 46.5%	15 60.0%

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?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations 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	147 55.7%	3 13.0% bcdeFgHIJKL	8 40.0% aH	4 50.0% aH	4 57.1% ah	4 66.7% a	19 57.6% AH	6 42.9% aH ABCdFGIKL	36 92.3%	18 52.9% AH	5 83.3% A	26 60.5% AH	10 40.0% aH
New products	123 46.6%	21 91.3% BCDEFGHIK L	8 40.0% A	1 12.5% A fj	2 28.6% A	2 33.3% A	21 63.6% acIK	5 35.7% A	19 48.7% A	10 29.4% AFj	5 83.3% cik	14 32.6% AFj	13 52.0% A
Customer relationship Management	109 41.3%	6 26.1% dl	8 40.0%	5 62.5% f	5 71.4% af	3 50.0%	8 24.2% cdgl	8 57.1% f	16 41.0%	13 38.2%	3 50.0%	18 41.9%	14 56.0% af
Market selection	96 36.4%	10 43.5%	5 25.0% j	3 37.5%	1 14.3% j	4 66.7%	16 48.5%	5 35.7%	12 30.8% j	12 35.3% j	5 83.3% bdhikl	13 30.2% j	8 32.0% j
Innovation	92 34.8%	19 82.6% BCdEFGHIK L	7 35.0% Aj	1 12.5% Aj	2 28.6% a	1 16.7% Aj	14 42.4% Ah	3 21.4% Aj	8 20.5% AFj	10 29.4% Aj	5 83.3% bcgHikL	16 37.2% Aj	5 20.0% AJ
Pricing	83 31.4%	12 52.2% bIK	4 20.0% aj	3 37.5%	1 14.3%	3 50.0%	13 39.4% ik	5 35.7%	13 33.3%	5 14.7% Afjl	4 66.7% blk	8 18.6% Afjl	11 44.0% ik
Sales	64 24.2%	2 8.7% ejk	4 20.0%	3 37.5% f	1 14.3%	3 50.0% af	3 9.1% ceijK	3 21.4%	9 23.1%	10 29.4% f	3 50.0% af	16 37.2% aF	6 24.0%
Customer service	63 23.9%	6 26.1%	5 25.0%	2 25.0%	1 14.3%	1 16.7%	5 15.2%	4 28.6%	5 12.8% jkl	7 20.6%	3 50.0% h	14 32.6% h	9 36.0% h
Distribution	36 13.6%	2 8.7%	3 15.0%	1 12.5%	0 0.0%	1 16.7%	5 15.2%	1 7.1%	4 10.3%	8 23.5%	1 16.7%	6 14.0%	3 12.0%
Stock market performance	6 2.3%	1 4.3%	0 0.0%	1 12.5% hi	0 0.0%	0 0.0%	2 6.1%	0 0.0%	0 0.0%	0 0.0% cj	1 16.7% hil	1 2.3%	0 0.0% j

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?

	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	75 28.4%	60 22.7%	37 14.0%	23 8.7%	88 33.3%	45 17.0%	39 14.8%	11 4.2%	46 17.4%	21 8.0%	123 46.6%	68 25.8%	64 24.2%
Advertising	70 93.3% b	47 78.3% a	31 83.8%	21 91.3%	64 72.7% bcd	41 91.1% a	35 89.7% a	11 100.0% a	40 87.0%	18 85.7%	98 79.7%	59 86.8%	55 85.9%
Brand	63 84.0%	54 90.0%	33 89.2%	19 82.6%	63 71.6% bcde	40 88.9% a	35 89.7% a	11 100.0% a	41 89.1% a	18 85.7%	97 78.9%	60 88.2%	57 89.1%
Positioning	62 82.7%	51 85.0%	30 81.1%	21 91.3%	64 72.7% cde	39 86.7%	35 89.7% a	11 100.0% a	41 89.1% a	17 81.0%	101 82.1%	54 79.4%	54 84.4%
Promotion	65 86.7%	49 81.7%	31 83.8%	19 82.6%	65 73.9% b	40 88.9% a	34 87.2%	9 81.8%	40 87.0%	16 76.2%	98 79.7%	58 85.3%	54 84.4%
Marketing research	59 78.7%	43 71.7%	29 78.4%	20 87.0%	54 61.4% bcE	36 80.0% a	31 79.5% a	10 90.9%	40 87.0% A	16 76.2%	90 73.2%	55 80.9%	48 75.0%
Social media	59 78.7%	46 76.7%	29 78.4%	19 82.6%	63 71.6%	37 82.2%	33 84.6%	8 72.7%	34 73.9%	15 71.4%	89 72.4%	50 73.5%	54 84.4%
Marketing analytics	58 77.3%	44 73.3%	29 78.4%	19 82.6%	52 59.1% CdEF	33 73.3%	35 89.7% A	10 90.9% a	41 89.1% A	19 90.5% A	88 71.5%	53 77.9%	52 81.3%
Competitive intelligence	55 73.3%	38 63.3% d	22 59.5% d	20 87.0% bc	49 55.7% Be	36 80.0% A	27 69.2%	9 81.8%	34 73.9% a	16 76.2%	78 63.4%	51 75.0%	43 67.2%
Public relations	50 66.7%	40 66.7%	19 51.4%	13 56.5%	52 59.1% f	34 75.6% eF	29 74.4% eF	8 72.7% f	24 52.2% bc	7 33.3% aBCd	71 57.7%	42 61.8%	44 68.8%
Market entry strategies	47 62.7%	32 53.3%	21 56.8%	15 65.2%	41 46.6% f	28 62.2%	22 56.4%	7 63.6%	28 60.9%	16 76.2% a	64 52.0%	42 61.8%	37 57.8%

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?

	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
Lead generation	48 64.0% C	36 60.0% C	12 32.4% AB	13 56.5%	46 52.3% b	33 73.3% aD	22 56.4%	3 27.3% B	26 56.5%	11 52.4%	66 53.7%	37 54.4%	41 64.1%
New products	41 54.7%	26 43.3%	22 59.5%	8 34.8%	36 40.9% f	19 42.2%	18 46.2%	7 63.6%	25 54.3%	14 66.7% a	48 39.0% c	35 51.5%	35 54.7% a
Customer relationship management	28 37.3% d	22 36.7% d	14 37.8%	14 60.9% ab	45 51.1% Bf	9 20.0% ACE	19 48.7% B	3 27.3%	23 50.0% Bf	5 23.8% ae	48 39.0%	24 35.3%	32 50.0%
Market selection	36 48.0%	19 31.7%	13 35.1%	8 34.8%	27 30.7%	17 37.8%	13 33.3%	5 45.5%	21 45.7%	8 38.1%	45 36.6%	27 39.7%	23 35.9%
Innovation	23 30.7% c	22 36.7%	19 51.4% a	10 43.5%	29 33.0%	10 22.2% def	12 30.8%	6 54.5% b	20 43.5% b	10 47.6% b	42 34.1%	24 35.3%	24 37.5%
Pricing	27 36.0%	13 21.7%	14 37.8%	6 26.1%	33 37.5%	10 22.2%	14 35.9%	2 18.2%	13 28.3%	8 38.1%	31 25.2% b	27 39.7% a	20 31.3%
Sales	19 25.3%	18 30.0% c	4 10.8% b	6 26.1%	32 36.4% Bde	6 13.3% A	12 30.8% d	0 0.0% ac	8 17.4% a	4 19.0%	31 25.2%	9 13.2% C	22 34.4% B
Customer service	14 18.7% d	16 26.7%	8 21.6%	10 43.5% a	35 39.8% BdEF	6 13.3% A	9 23.1%	1 9.1% a	7 15.2% A	2 9.5% A	28 22.8%	17 25.0%	16 25.0%
Distribution	12 16.0%	11 18.3%	5 13.5%	4 17.4%	15 17.0%	3 6.7%	5 12.8%	0 0.0%	7 15.2%	3 14.3%	15 12.2%	9 13.2%	12 18.8%
Stock market performance	3 4.0%	2 3.3%	1 2.7%	0 0.0%	2 2.3%	1 2.2%	0 0.0%	1 9.1%	1 2.2%	1 4.8%	4 3.3%	0 0.0%	2 3.1%

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

Topic 8: Marketing Leadership

Number of reports to top marketing leader

N=469 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
How many direct reports do you have?	249 5.6 8.3	23 4.8 4.8 e	18 4.7 6.1 e	7 3.1 1.3	8 10.6 19.6 k	6 16.7 21.9 abHiKI	33 7.6 12.1	13 5.5 4.9	38 4.5 4.0 E	32 5.3 10.3 e	6 4.8 3.8	39 4.0 3.4 dE	25 5.2 3.0 e
How many indirect reports (dotted-line) reports do you have?	217 17.5 32.9	19 13.0 22.6 d	14 18.6 31.7	4 12.3 18.6	7 65.3 76.2 aFghiKI	6 4.0 6.2	30 14.8 32.6 D	12 15.1 19.4 d	32 16.6 34.0 d	27 16.4 38.2 d	6 16.7 12.6	36 16.3 30.4 D	23 18.6 26.5 d

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

Topic 8: Marketing Leadership

Number of reports to top marketing leader

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
How many direct reports do you have?	74 6.2 8.9	57 6.1 11.0	34 5.4 4.4	19 6.3 13.1	83 3.6 3.7 CeF	46 5.3 7.1 f	38 7.7 12.7 A	11 5.9 4.7	45 6.2 8.7 a	18 10.6 13.4 Ab	119 4.9 6.2	62 6.6 9.5	59 6.1 10.8
How many indirect reports (dotted-line) reports do you have?	65 15.7 32.4	46 16.2 31.1	30 22.2 31.6	17 24.9 43.8	70 8.5 13.2 dEF	42 8.3 12.9 EF	34 17.1 33.6	10 25.1 51.9 a	40 33.8 41.7 AB	15 34.1 56.9 AB	106 15.4 29.4	51 16.0 29.5	50 22.8 43.1

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

Topic 8: Marketing Leadership

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

N=469 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
In your current role?	262	24	20	8	8	6	33	14	40	32	6	43	27
	4.8	4.5	3.0	4.1	8.5	3.0	5.0	5.0	3.4	5.9	5.0	5.2	5.6
	4.1	4.1	2.1	3.8	5.6	1.4	3.2	4.3	3.5	4.5	4.7	4.3	4.6
		d	Dfikl		aBefH	d	bdh		Dfikl	bh		bh	bh
In any role?	244	24	16	7	7	5	32	13	38	30	5	41	25
	9.5	7.0	6.8	10.7	13.6	9.0	13.1	11.4	7.2	8.1	9.0	11.4	8.4
	8.5	6.9	6.9	7.5	10.9	11.2	8.8	9.9	7.8	7.5	9.5	9.2	7.4
		Fk	f				AbHil		Fk	f		ah	f

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

Topic 8: Marketing Leadership

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

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
In your current role?	75 4.1 3.0	62 4.7 4.1	37 4.8 4.6	21 4.8 4.3	90 4.9 4.2	47 5.7 4.6	38 4.5 4.2	12 3.7 2.5	47 4.5 3.8	20 4.6 3.8	124 4.8 4.0	63 5.2 4.2	63 4.5 4.0
In any role?	70 9.5 7.5	57 9.5 8.2	36 9.2 9.8	17 9.0 8.6	81 7.6 7.0 Ef	45 9.9 9.8	38 10.3 8.1	12 9.9 7.9	42 11.6 9.7 A	19 11.4 8.2 a	120 9.1 8.2	58 11.4 9.1 c	56 8.1 7.8 b

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

Topic 9: Marketing Analytics

What percent of your marketing budget...

N=469 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing 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	469	24	20	8	8	6	34	14	40	35	6	46
Percent	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
...do you currently spend on marketing analytics?	263	22	19	8	8	6	33	13	36	33	6	42	24
	6.0	5.4	7.7	4.3	4.0	6.8	5.2	4.6	6.3	5.8	7.5	6.6	6.0
	6.3	5.5	6.4	7.9	4.2	7.4	5.6	5.1	6.0	5.9	7.9	8.1	5.4
...will you spend in the next three years?	261	22	19	8	8	6	33	13	35	33	5	42	24
	10.1	9.2	12.1	8.4	8.3	10.3	7.7	8.4	11.0	10.1	8.4	10.5	10.4
	8.6	7.8	9.1	9.7	7.9	9.6	7.9	8.7	8.0	8.2	5.0	9.7	7.4

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

Topic 9: Marketing Analytics

What percent of your marketing budget...

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
...do you currently spend on marketing analytics?	74 5.4 5.6	63 6.5 7.4	34 5.4 4.2	22 6.7 6.7	87 5.2 6.5 f	44 4.7 5.5 F	38 5.8 6.2	11 7.7 7.4	45 6.8 5.7	19 9.1 5.7 aB	124 5.3 6.2	68 6.2 6.5	63 6.8 6.6
...will you spend in the next three years?	74 9.1 7.8	61 11.6 9.6	34 9.9 7.5	22 9.6 8.3	86 9.2 8.2 f	43 9.0 7.6 f	38 9.1 9.2	11 12.3 9.6	45 10.5 7.8	19 13.7 8.3 ab	124 9.4 8.6	68 10.6 8.1	62 11.0 9.4

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

Topic 9: Marketing Analytics

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
N=469													
Number	469	24	20	8	8	6	34	14	40	35	6	46	29
Mean	100.0%	8.9%	7.4%	3.0%	3.0%	2.2%	12.6%	5.2%	14.8%	13.0%	2.2%	17.0%	10.7%
SD													
Percent of projects	260	22	19	8	8	6	33	13	35	33	5	42	24
	30.4	38.6	42.6	13.8	20.6	40.3	20.9	22.7	30.9	31.4	10.2	33.3	34.0
	32.9	33.6	36.3	26.2	18.6	43.8	25.9	25.5	31.2	35.5	12.6	38.3	34.8
		f	f				ab						

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

Topic 9: Marketing Analytics

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

N=469 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	122	102	71	44	93	48	39	12	48	21	148	85
Percent	36.0%	30.1%	20.9%	13.0%	35.6%	18.4%	14.9%	4.6%	18.4%	8.0%	47.1%	27.1%	25.8%
Percent of projects	73 23.4 27.3 bc	62 36.5 37.4 a	34 36.7 32.5 a	22 36.1 38.5	85 26.7 34.9 F	44 25.5 28.4 F	38 31.8 32.4 f	11 22.2 19.8 f	45 37.0 32.2	19 51.3 36.0 ABcd	123 26.9 32.4 c	67 28.7 28.9	62 38.4 36.9 a

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

Topic 9: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

N=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
Yes	109 39.8%	14 60.9% fl	9 45.0%	2 25.0%	3 37.5%	3 50.0%	9 29.0% a	6 42.9%	17 42.5%	12 35.3%	3 50.0%	20 45.5%	7 28.0% a
No	165 60.2%	9 39.1% fl	11 55.0%	6 75.0%	5 62.5%	3 50.0%	22 71.0% a	8 57.1%	23 57.5%	22 64.7%	3 50.0%	24 54.5%	18 72.0% a

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=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
Yes	26 33.8%	32 49.2%	15 40.5%	10 45.5%	34 37.8%	14 29.8%	14 37.8%	6 50.0%	18 39.1%	16 76.2%	47 36.7%	22 31.4%	34 53.1%
					F	F	F		F	ABCE	c	c	ab
No	51 66.2%	33 50.8%	22 59.5%	12 54.5%	56 62.2%	33 70.2%	23 62.2%	6 50.0%	28 60.9%	5 23.8%	81 63.3%	48 68.6%	30 46.9%
					F	F	F		F	ABCE	c	c	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=469	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	469 100.0%	24 8.9%	20 7.4%	8 3.0%	8 3.0%	6 2.2%	34 12.6%	14 5.2%	40 14.8%	35 13.0%	6 2.2%	46 17.0%	29 10.7%
7=Very Highly	19 7.0%	3 13.6% k	1 5.0%	0 0.0%	1 12.5% k	1 16.7% K	1 3.2%	1 7.1%	2 5.1%	6 18.2% K	0 0.0%	0 0.0% adEI	2 8.0%
6=	31 11.5%	2 9.1%	4 20.0% i	1 12.5% i	2 25.0% fi	0 0.0%	1 3.2% djk	2 14.3% i	5 12.8% i	0 0.0% bcDghJK	2 33.3% fi	9 20.5% fi	2 8.0%
5=	48 17.8%	3 13.6%	4 20.0%	2 25.0%	0 0.0%	2 33.3%	5 16.1%	3 21.4%	10 25.6%	3 9.1%	1 16.7%	8 18.2%	6 24.0%
4=	57 21.1%	5 22.7%	7 35.0% l	1 12.5%	2 25.0%	0 0.0%	7 22.6%	1 7.1%	8 20.5%	11 33.3% l	0 0.0%	9 20.5%	2 8.0% bi
3=	26 9.6%	4 18.2%	2 10.0%	0 0.0%	1 12.5%	0 0.0%	4 12.9%	1 7.1%	3 7.7%	3 9.1%	1 16.7%	4 9.1%	2 8.0%
2=	45 16.7%	4 18.2%	1 5.0% l	0 0.0%	0 0.0%	2 33.3%	7 22.6%	2 14.3%	5 12.8%	3 9.1% l	1 16.7%	7 15.9%	8 32.0% bi
1=Not At All	44 16.3%	1 4.5% C	1 5.0% C	4 50.0% ABhkl	2 25.0%	1 16.7%	6 19.4%	4 28.6%	6 15.4% c	7 21.2%	1 16.7%	7 15.9% c	3 12.0% c
Mean	3.7	4.0	4.4	3.0	4.0	3.7	3.2	3.5	3.9	3.7	3.8	3.7	3.6
SD	1.9	1.8	1.5 F	2.2	2.3	2.3	1.7 B	2.2	1.8	2.0	2.1	1.8	1.9

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=469	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	122 36.0%	102 30.1%	71 20.9%	44 13.0%	93 35.6%	48 18.4%	39 14.9%	12 4.6%	48 18.4%	21 8.0%	148 47.1%	85 27.1%	81 25.8%
7=Very Highly	3 3.8% D	4 6.3% d	3 8.3%	5 22.7% Ab	4 4.5% F	2 4.3% F	0 0.0% F	0 0.0% f	4 8.9% f	7 35.0% ABCde	5 3.9%	7 10.0%	5 7.8%
6=	4 5.1% bc	10 15.6% a	6 16.7% a	2 9.1%	9 10.1%	5 10.9%	6 15.8%	2 16.7%	6 13.3%	2 10.0%	9 7.1% C	7 10.0%	13 20.3% A
5=	16 20.5%	11 17.2%	5 13.9%	3 13.6%	12 13.5% E	6 13.0% e	8 21.1%	2 16.7%	16 35.6% Ab	3 15.0%	18 14.2%	17 24.3%	13 20.3%
4=	18 23.1%	18 28.1%	7 19.4%	2 9.1%	18 20.2%	13 28.3%	7 18.4%	3 25.0%	6 13.3%	5 25.0%	31 24.4%	13 18.6%	13 20.3%
3=	8 10.3%	3 4.7%	5 13.9%	3 13.6%	6 6.7%	3 6.5%	6 15.8%	1 8.3%	5 11.1%	2 10.0%	15 11.8%	3 4.3%	7 10.9%
2=	15 19.2%	7 10.9%	7 19.4%	3 13.6%	13 14.6%	10 21.7% f	9 23.7% f	3 25.0% f	4 8.9%	0 0.0% bcd	24 18.9%	10 14.3%	9 14.1%
1=Not At All	14 17.9%	11 17.2%	3 8.3%	4 18.2%	27 30.3% CEf	7 15.2%	2 5.3% A	1 8.3%	4 8.9% A	1 5.0% a	25 19.7% c	13 18.6% c	4 6.3% ab
Mean	3.4	3.9	3.9	4.0	3.2	3.5	3.7	3.7	4.3	5.2	3.3	3.9	4.3
SD	1.7	1.9	1.8	2.3	1.9 EF	1.8 eF	1.6 F	1.7 f	1.7 Ab	1.8 ABCd	1.7 bC	2.0 a	1.7 A

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

The CMO Survey Award for Marketing Excellence

Which company across all industries sets the standard for excellence in marketing? - Overall Winner

Apple, Inc.

The CMO Survey Award for Marketing Excellence

Which company in your industry sets the standard for excellence in marketing? - Industry-Specific Winners

GE (Manufacturing)

Google (Services)

IBM (Technology Solutions/Consulting)

Procter & Gamble (Consumer Packaged Goods: Non-food)

The Coca-Cola Company (Consumer Packaged Goods: Food)