



*Predicting the Future of Markets
Tracking Marketing Excellence
Improving the Value of Marketing*

RESULTS BY FIRM & INDUSTRY CHARACTERISTICS

August, 2010

Sponsoring Organizations



Lead Researcher

Professor Christine Moorman
T. Austin Finch, Sr. Professor of Business
Administration
The Fuqua School of Business
Duke University
Durham, NC 27708
919.660.7856
www.cmosurvey.org

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

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 - [190](#) How many reports do you have?
 - [193](#) How many years have you been with this firm in your current role? In any role?
- Rate the extent to which your firm engages in the following market-oriented behaviors.
- [196](#) Information about customers and competitors is collected on a regular basis
 - [199](#) Information about customers and competitors is shared vertically across different levels of the firm and business units
 - [202](#) Information about customers and competitors is shared horizontally across different functions and business units
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- [226](#) Marketing metrics indicator: Our metrics examine the short-term impact of marketing.
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Topic 1: Marketplace Dynamics - Overall Economy

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

N=574	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
3=More	202 35.2%	8 40.0%	7 38.9%	1 33.3%	2 66.7%	7 63.6% Fk	11 22.4% Ehl	9 34.6%	23 43.4% f	14 32.6%	2 20.0%	13 25.5% e	18 45.0% f
2=No Change	223 38.9%	6 30.0%	5 27.8%	0 0.0%	1 33.3%	2 18.2%	22 44.9%	8 30.8%	17 32.1%	16 37.2%	6 60.0% 1	24 47.1% 1	10 25.0% jk
1=Less	149 26.0%	6 30.0%	6 33.3%	2 66.7%	0 0.0%	2 18.2%	16 32.7%	9 34.6%	13 24.5%	13 30.2%	2 20.0%	14 27.5%	12 30.0%
Mean	2.1	2.1	2.1	1.7	2.7	2.5	1.9	2.0	2.2	2.0	2.0	2.0	2.2
SD	0.8	0.9	0.9	1.2	0.6	0.8 f	0.7 e	0.8	0.8	0.8	0.7	0.7	0.9

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

Topic 1: Marketplace Dynamics - Overall Economy

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

N=574

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
3=More	60 39.2%	49 32.5%	20 31.7%	24 34.8%	42 34.7%	18 36.0%	18 41.9%	11 44.0%	11 23.4%	14 37.8%
2=No Change	57 37.3%	54 35.8%	24 38.1%	26 37.7%	40 33.1%	21 42.0%	14 32.6%	7 28.0%	21 44.7%	14 37.8%
1=Less	36 23.5%	48 31.8%	19 30.2%	19 27.5%	39 32.2%	11 22.0%	11 25.6%	7 28.0%	15 31.9%	9 24.3%
Mean	2.2	2.0	2.0	2.1	2.0	2.1	2.2	2.2	1.9	2.1
SD	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.9	0.7	0.8

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

Topic 1: Marketplace Dynamics - Overall Economy

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

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
3=More	58 34.9%	30 31.3%	22 42.3%	41 33.9%	39 43.3% d	21 41.2%	4 18.2% b	13 30.2%
2=No Change	59 35.5%	36 37.5%	19 36.5%	38 31.4% d	34 37.8%	16 31.4% d	13 59.1% ac	17 39.5%
1=Less	49 29.5%	30 31.3%	11 21.2%	42 34.7% b	17 18.9% a	14 27.5%	5 22.7%	13 30.2%
Mean	2.1	2.0	2.2	2.0	2.2	2.1	2.0	2.0
SD	0.8	0.8	0.8	0.8 b	0.8 a	0.8	0.7	0.8

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

Topic 1: Marketplace Dynamics - Overall Economy

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
N=574													
Number	574	20	18	3	3	11	49	26	53	43	10	51	40
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
Optimism rating	568	20	18	2	3	11	45	26	53	43	10	51	39
Mean	55.6	53.8	51.1	50.5	78.3	62.7	54.3	56.8	55.1	55.1	57.1	55.2	55.6
SD	17.5	15.5	13.9	36.1	5.8	12.7	14.6	18.0	17.6	17.1	21.2	18.5	19.8
		d	De		aBFhik	b	D		d	d		d	

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

Topic 1: Marketplace Dynamics - Overall Economy

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

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	153	151	63	69	121	50	43	25	47
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
Optimism rating	149	150	62	69	119	50	43	24	44	37
	56.2	54.3	55.5	53.5	54.3	57.0	57.8	55.0	53.4	58.8
	17.2	17.1	15.0	18.2	18.0	16.9	16.3	19.0	16.5	16.5

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

Topic 1: Marketplace Dynamics - Overall Economy

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

N=574 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
Optimism rating	162	94	52	119	89	50	22	41
	55.3	54.3	58.4	53.2	58.6	55.4	55.2	57.6
	18.5	17.0	14.4	18.0	17.0	16.4	10.9	17.3
				b	a			

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=574	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
3=More	308 53.8%	14 70.0%	9 50.0%	1 33.3%	3 100.0%	7 63.6%	24 49.0%	13 50.0%	32 60.4%	20 47.6%	6 60.0%	24 47.1%	23 57.5%
2=No Change	154 26.9%	2 10.0% fk	6 33.3%	0 0.0%	0 0.0%	3 27.3%	17 34.7% a	5 19.2%	12 22.6%	12 28.6%	4 40.0%	19 37.3% al	7 17.5% k
1=Less	111 19.4%	4 20.0%	3 16.7%	2 66.7% fhjk	0 0.0%	1 9.1%	8 16.3% c	8 30.8%	9 17.0% c	10 23.8%	0 0.0% c	8 15.7% c	10 25.0%
Mean	2.3	2.5	2.3	1.7	3.0	2.5	2.3	2.2	2.4	2.2	2.6	2.3	2.3
SD	0.8	0.8	0.8	1.2	0.0	0.7	0.7	0.9	0.8	0.8	0.5	0.7	0.9

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=574

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
3=More	86 56.2%	77 51.3%	34 54.0%	31 44.9%	67 55.4%	31 62.0% d	25 58.1%	9 36.0% b	22 47.8%	20 54.1%
2=No Change	40 26.1%	39 26.0%	12 19.0% d	25 36.2% c	30 24.8%	11 22.0%	12 27.9%	11 44.0%	12 26.1%	10 27.0%
1=Less	27 17.6%	34 22.7%	17 27.0%	13 18.8%	24 19.8%	8 16.0%	6 14.0%	5 20.0%	12 26.1%	7 18.9%
Mean	2.4	2.3	2.3	2.3	2.4	2.5	2.4	2.2	2.2	2.4
SD	0.8	0.8	0.9	0.8	0.8	0.8	0.7	0.7	0.8	0.8

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
3=More	83 50.3%	52 54.2%	34 65.4%	64 52.9%	57 63.3%	27 54.0%	9 40.9%	21 48.8%
2=No Change	49 29.7%	25 26.0%	10 19.2%	31 25.6%	21 23.3%	14 28.0%	10 45.5%	10 23.3%
1=Less	33 20.0%	19 19.8%	8 15.4%	26 21.5%	12 13.3%	9 18.0%	3 13.6%	12 27.9%
Mean	2.3	2.3	2.5	2.3	2.5	2.4	2.3	2.2
SD	0.8	0.8	0.8	0.8	0.7	0.8	0.7	0.9
					e		b	b

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

Topic 1: Marketplace Dynamics - Overall Company

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

	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=574													
Number	574	20	18	3	3	11	49	26	53	43	10	51	40
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
Optimism rating	571	20	18	3	3	11	49	26	53	42	10	50	40
	69.5	66.4	65.6	35.3	93.3	80.9	72.1	67.0	69.8	69.4	72.0	69.1	68.9
	19.0	17.3	21.4	39.5	7.6	11.4	16.3	23.4	16.9	16.6	14.9	18.8	19.0
		cde	de	aEFgHIjKL	abfhijkl	abChi	Cd	c	Cde	Cde	cd	Cd	Cd

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	153	151	63	69	121	50	43	25	47
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
Optimism rating	70.8	67.8	67.3	68.5	67.7	71.9	73.6	65.3	68.4	73.5
	19.1	19.0	20.9	18.1	22.0	17.1	12.5	18.4	19.0	13.1
							d	cf		d

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=574 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
Optimism rating	164	96	52	119	90	51	22	43
	69.5	68.4	72.8	67.6	72.4	71.7	65.9	71.6
	18.8	19.0	16.4	21.7	16.0	15.4	14.8	16.5

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

Topic 1: Marketplace Dynamics - Customers

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

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
3=More	366 63.9%	12 60.0%	12 66.7%	1 33.3%	3 100.0%	9 81.8%	30 61.2% h	16 61.5%	43 81.1% fiL	25 58.1% h	7 70.0%	33 64.7%	22 55.0% H
2=No Change	100 17.5%	4 20.0%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	9 18.4%	4 15.4%	6 11.3%	8 18.6%	3 30.0%	8 15.7%	7 17.5%
1=Less	107 18.7%	4 20.0%	4 22.2%	2 66.7% Hj	0 0.0%	2 18.2%	10 20.4%	6 23.1%	4 7.5% Cil	10 23.3% h	0 0.0% c	10 19.6%	11 27.5% h
Mean	2.5	2.4	2.4	1.7	3.0	2.6	2.4	2.4	2.7	2.3	2.7	2.5	2.3
SD	0.8	0.8	0.9	1.2 Hj	0.0	0.8	0.8 h	0.9 h	0.6 Cf gIkL	0.8 H	0.5 c	0.8 h	0.9 H

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

Topic 1: Marketplace Dynamics - Customers

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

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
3=More	108 70.6% Cd	100 66.2% c	31 49.2% Ab	38 55.9% a	79 65.3%	34 68.0%	33 76.7% e	17 68.0%	26 55.3% c	22 59.5%
2=No Change	22 14.4%	21 13.9%	15 23.8%	16 23.5%	13 10.7% F	10 20.0%	5 11.6% f	4 16.0%	7 14.9%	11 29.7% Ac
1=Less	23 15.0% c	30 19.9%	17 27.0% a	14 20.6%	29 24.0%	6 12.0% e	5 11.6% e	4 16.0%	14 29.8% bcf	4 10.8% e
Mean	2.6	2.5	2.2	2.4	2.4	2.6	2.7	2.5	2.3	2.5
SD	0.7 C	0.8	0.9 A	0.8	0.9	0.7	0.7 e	0.8	0.9 c	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
3=More	107 64.5%	58 60.4% c	41 78.8% b	78 64.5%	66 73.3%	31 60.8%	12 54.5%	28 65.1%
2=No Change	26 15.7%	19 19.8% c	3 5.8% b	16 13.2% d	11 12.2% d	11 21.6%	7 31.8% ab	6 14.0%
1=Less	33 19.9%	19 19.8%	8 15.4%	27 22.3%	13 14.4%	9 17.6%	3 13.6%	9 20.9%
Mean	2.4	2.4	2.6	2.4	2.6	2.4	2.4	2.4
SD	0.8	0.8	0.7	0.8	0.7	0.8	0.7	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

	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=574													
Number	574	20	18	3	3	11	49	26	53	43	10	51	40
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
Optimism rating	572	20	18	3	3	11	49	26	53	43	10	51	40
	66.7	65.2	60.4	32.7	85.0	74.1	66.8	65.0	70.7	63.7	73.0	68.3	65.8
	20.8	17.1	20.4	40.5	8.7	22.5	21.7	23.5	19.2	19.1	18.0	20.2	23.5
		c		aefgHijKl		c	c	c	C	c	c	C	c

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

Topic 1: Marketplace Dynamics - Customers

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

	Economic Sector				Sales Revenue						
	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	
	A	B	C	D	A	B	C	D	E	F	
N=574											
Number	153	151	63	69	121	50	43	25	47	37	
Mean	68.4	66.2	65.6	62.5	64.8	69.6	72.7	62.0	65.0	70.8	
SD	21.6	19.8	22.3	21.0	25.0	19.4	14.8	19.6	19.5	16.4	
							de	c	c		

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

Topic 1: Marketplace Dynamics - Customers

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

	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
N=574								
Number	166	96	52	121	90	51	22	43
Mean	66.5	65.6	71.9	64.6	71.8	68.0	60.0	69.0
SD	21.2	21.4	19.2	24.1	18.3	17.1	17.0	17.8
				b	aD		B	

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's purchase volume

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
3=More	356 62.2%	16 80.0% i	10 55.6%	1 33.3%	3 100.0%	9 81.8%	32 65.3%	14 56.0% h	42 79.2% glk	22 51.2% aH	7 70.0%	28 56.0% h	25 62.5%
2=No Change	130 22.7%	2 10.0%	4 22.2%	0 0.0%	0 0.0%	0 0.0% ik	10 20.4%	7 28.0%	7 13.2% ik	14 32.6% eh	2 20.0%	16 32.0% eh	7 17.5%
1=Less	86 15.0%	2 10.0% c	4 22.2%	2 66.7% afHik	0 0.0%	2 18.2%	7 14.3% c	4 16.0%	4 7.5% C	7 16.3% c	1 10.0%	6 12.0% c	8 20.0%
Mean	2.5	2.7	2.3	1.7	3.0	2.6	2.5	2.4	2.7	2.3	2.6	2.4	2.4
SD	0.7	0.7 c	0.8 h	1.2 aH	0.0	0.8	0.7	0.8	0.6 bCIkl	0.8 H	0.7	0.7 h	0.8 h

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's purchase volume

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
3=More	105 69.1% D	92 61.3%	37 58.7%	35 50.7% A	75 62.5%	30 60.0%	30 69.8%	19 76.0%	27 58.7%	25 67.6%
2=No Change	27 17.8% d	36 24.0%	14 22.2%	23 33.3% a	27 22.5%	14 28.0% d	6 14.0%	2 8.0% be	13 28.3% d	6 16.2%
1=Less	20 13.2%	22 14.7%	12 19.0%	11 15.9%	18 15.0%	6 12.0%	7 16.3%	4 16.0%	6 13.0%	6 16.2%
Mean	2.6	2.5	2.4	2.3	2.5	2.5	2.5	2.6	2.5	2.5
SD	0.7 d	0.7	0.8	0.7 a	0.7	0.7	0.8	0.8	0.7	0.8

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's purchase volume

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=574								
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
3=More	101 61.6%	66 68.8%	36 69.2%	76 63.3%	57 63.3%	34 68.0%	11 50.0%	32 74.4%
2=No Change	40 24.4% b	13 13.5% a	11 21.2%	26 21.7%	21 23.3%	9 18.0%	8 36.4% e	5 11.6% d
1=Less	23 14.0%	17 17.7%	5 9.6%	18 15.0%	12 13.3%	7 14.0%	3 13.6%	6 14.0%
Mean	2.5	2.5	2.6	2.5	2.5	2.5	2.4	2.6
SD	0.7	0.8	0.7	0.7	0.7	0.7	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's price per unit

N=574	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
3=More	145 25.3%	4 20.0%	4 22.2%	1 33.3%	2 66.7% L	5 45.5% L	12 24.5% 1	10 38.5% L	14 26.4% 1	17 39.5% kL	2 20.0%	10 20.0% i	3 7.5% DEfGhI
2=No Change	276 48.2%	8 40.0% j	10 55.6%	0 0.0% jk	1 33.3%	5 45.5%	23 46.9%	10 38.5% jk	26 49.1%	15 34.9% jK	8 80.0% acgi	32 64.0% cgl	22 55.0%
1=Less	152 26.5%	8 40.0% jk	4 22.2%	2 66.7% jk	0 0.0%	1 9.1%	14 28.6%	6 23.1%	13 24.5%	11 25.6%	0 0.0% acl	8 16.0% acl	15 37.5% jk
Mean	2.0	1.8	2.0	1.7	2.7	2.4	2.0	2.2	2.0	2.1	2.2	2.0	1.7
SD	0.7	0.8	0.7	1.2	0.6	0.7	0.7	0.8	0.7	0.8	0.4	0.6	0.6
					1	L		1	1	L	1	L	dEghIjK

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's price per unit

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
3=More	34 22.2%	39 26.0%	20 31.7%	16 23.2%	30 25.0%	7 14.0% c	15 34.9% b	8 32.0%	12 25.5%	11 29.7%
2=No Change	73 47.7%	78 52.0%	26 41.3%	38 55.1%	59 49.2%	29 58.0% d	21 48.8%	7 28.0% b	21 44.7%	19 51.4%
1=Less	46 30.1%	33 22.0%	17 27.0%	15 21.7%	31 25.8%	14 28.0%	7 16.3% d	10 40.0% c	14 29.8%	7 18.9%
Mean	1.9	2.0	2.0	2.0	2.0	1.9	2.2	1.9	2.0	2.1
SD	0.7	0.7	0.8	0.7	0.7	0.6 c	0.7 b	0.9	0.8	0.7

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's price per unit

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
3=More	38 23.0%	27 28.1%	14 26.9%	25 20.8%	24 26.7%	13 25.5%	6 27.3%	15 34.9%
2=No Change	80 48.5%	45 46.9%	29 55.8%	67 55.8%	43 47.8%	24 47.1%	10 45.5%	18 41.9%
1=Less	47 28.5%	24 25.0%	9 17.3%	28 23.3%	23 25.6%	14 27.5%	6 27.3%	10 23.3%
Mean	1.9	2.0	2.1	2.0	2.0	2.0	2.0	2.1
SD	0.7	0.7	0.7	0.7	0.7	0.7	0.8	0.8

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer will buy related products/services from my firm

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
3=More	297 51.8%	9 45.0%	13 72.2% fi	1 33.3%	1 33.3%	9 81.8% fi	20 41.7% behk	13 50.0%	33 62.3% fi	18 41.9% behk	6 60.0%	32 62.7% fi	23 57.5%
2=No Change	229 40.0%	10 50.0%	4 22.2%	1 33.3%	2 66.7%	2 18.2%	23 47.9% k	10 38.5%	20 37.7%	21 48.8% k	4 40.0%	14 27.5% fi	13 32.5%
1=Less	47 8.2%	1 5.0%	1 5.6%	1 33.3% H	0 0.0%	0 0.0%	5 10.4% h	3 11.5% h	0 0.0% Cf gikl	4 9.3% h	0 0.0%	5 9.8% h	4 10.0% h
Mean	2.4	2.4	2.7	2.0	2.3	2.8	2.3	2.4	2.6	2.3	2.6	2.5	2.5
SD	0.6	0.6 e	0.6 f	1.0 eh	0.6	0.4 acfi	0.7 beH	0.7	0.5 cFi	0.6 eh	0.5	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer will buy related products/services from my firm

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
3=More	74 48.7%	87 57.6%	28 44.4%	38 55.1%	62 51.2%	29 58.0%	24 55.8%	13 52.0%	22 47.8%	25 67.6%
2=No Change	67 44.1%	51 33.8%	27 42.9%	26 37.7%	47 38.8%	18 36.0%	15 34.9%	10 40.0%	21 45.7%	12 32.4%
1=Less	11 7.2%	13 8.6%	8 12.7%	5 7.2%	12 9.9%	3 6.0%	4 9.3%	2 8.0%	3 6.5%	0 0.0%
Mean	2.4	2.5	2.3	2.5	2.4	2.5	2.5	2.4	2.4	2.7
SD	0.6	0.7	0.7	0.6	0.7	0.6	0.7	0.7	0.6	0.5
					f				f	ae

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer will buy related products/services from my firm

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=574								
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
3=More	83 50.0%	51 53.7%	34 65.4%	58 47.9% be	58 64.4% a	26 52.0%	10 45.5%	29 67.4% a
2=No Change	72 43.4%	35 36.8%	15 28.8%	50 41.3%	26 28.9%	21 42.0%	11 50.0%	13 30.2%
1=Less	11 6.6%	9 9.5%	3 5.8%	13 10.7%	6 6.7%	3 6.0%	1 4.5%	1 2.3%
Mean	2.4	2.4	2.6	2.4	2.6	2.5	2.4	2.7
SD	0.6	0.7	0.6	0.7 be	0.6 a	0.6	0.6	0.5 a

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: My firm's ability to retain current customers

N=574	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
3=More	287 50.1%	7 35.0% di	10 55.6%	1 33.3%	3 100.0% a	8 72.7%	23 47.9%	14 53.8%	25 47.2%	27 62.8% a	6 60.0%	24 47.1%	17 42.5%
2=No Change	229 40.0%	12 60.0% gi	8 44.4%	1 33.3%	0 0.0%	3 27.3%	23 47.9%	7 26.9% a	24 45.3%	12 27.9% a	3 30.0%	24 47.1%	16 40.0%
1=Less	57 9.9%	1 5.0%	0 0.0% c	1 33.3% bf	0 0.0%	0 0.0%	2 4.2% cgl	5 19.2% f	4 7.5%	4 9.3%	1 10.0%	3 5.9%	7 17.5% f
Mean	2.4	2.3	2.6	2.0	3.0	2.7	2.4	2.3	2.4	2.5	2.5	2.4	2.3
SD	0.7	0.6 e	0.5	1.0	0.0	0.5 al	0.6	0.8	0.6	0.7	0.7	0.6	0.7 e

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: My firm's ability to retain current customers

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
3=More	81 53.3%	69 45.7%	30 47.6%	41 59.4%	60 49.6%	27 54.0%	22 51.2%	10 40.0%	22 47.8%	22 59.5%
2=No Change	59 38.8%	69 45.7% d	26 41.3%	19 27.5% b	48 39.7%	17 34.0%	20 46.5%	12 48.0%	20 43.5%	14 37.8%
1=Less	12 7.9%	13 8.6%	7 11.1%	9 13.0%	13 10.7%	6 12.0%	1 2.3%	3 12.0%	4 8.7%	1 2.7%
Mean	2.5	2.4	2.4	2.5	2.4	2.4	2.5	2.3	2.4	2.6
SD	0.6	0.6	0.7	0.7	0.7	0.7	0.6	0.7	0.6	0.6

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: My firm's ability to retain current customers

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
3=More	75 45.2%	52 54.7%	29 55.8%	58 47.9%	49 54.4%	24 48.0%	9 40.9%	25 58.1%
2=No Change	75 45.2%	36 37.9%	19 36.5%	48 39.7%	35 38.9%	24 48.0%	11 50.0%	16 37.2%
1=Less	16 9.6%	7 7.4%	4 7.7%	15 12.4%	6 6.7%	2 4.0%	2 9.1%	2 4.7%
Mean	2.4	2.5	2.5	2.4	2.5	2.4	2.3	2.5
SD	0.7	0.6	0.6	0.7	0.6	0.6	0.6	0.6

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: The entry of new customers into this market

N=574	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
3=More	243 42.6%	8 40.0%	9 50.0%	1 33.3%	2 66.7%	6 54.5%	12 24.5% gh	13 50.0% f	25 47.2% f	18 42.9%	4 40.0%	21 41.2%	16 40.0%
2=No Change	198 34.7%	8 40.0%	6 33.3%	0 0.0%	1 33.3%	4 36.4%	23 46.9% gi	6 23.1% f	22 41.5%	11 26.2% f	5 50.0%	19 37.3%	14 35.0%
1=Less	130 22.8%	4 20.0%	3 16.7%	2 66.7% h	0 0.0%	1 9.1%	14 28.6% h	7 26.9%	6 11.3% cfi	13 31.0% h	1 10.0%	11 21.6%	10 25.0%
Mean	2.2	2.2	2.3	1.7	2.7	2.5	2.0	2.2	2.4	2.1	2.3	2.2	2.2
SD	0.8	0.8	0.8	1.2	0.6	0.7 f	0.7 eH	0.9	0.7 F	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

Expected change in: The entry of new customers into this market

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
N=574										
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
3=More	57 37.5%	66 43.7%	29 46.8%	30 43.5%	64 52.9% dEf	25 50.0% E	18 41.9%	7 28.0% a	11 23.9% AB	11 29.7% a
2=No Change	59 38.8%	48 31.8%	20 32.3%	23 33.3%	33 27.3% E	17 34.0%	15 34.9%	11 44.0%	23 50.0% A	16 43.2%
1=Less	36 23.7%	37 24.5%	13 21.0%	16 23.2%	24 19.8%	8 16.0%	10 23.3%	7 28.0%	12 26.1%	10 27.0%
Mean	2.1	2.2	2.3	2.2	2.3	2.3	2.2	2.0	2.0	2.0
SD	0.8	0.8	0.8	0.8	0.8 Ef	0.7 e	0.8	0.8	0.7 Ab	0.8 a

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: The entry of new customers into this market

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
3=More	74 44.6%	36 37.9%	24 46.2%	60 50.0% De	43 47.8% D	18 36.0%	3 13.6% AB	13 30.2% a
2=No Change	65 39.2%	32 33.7%	15 28.8%	35 29.2% De	28 31.1% de	19 38.0%	13 59.1% Ab	21 48.8% ab
1=Less	27 16.3% b	27 28.4% a	13 25.0%	25 20.8%	19 21.1%	13 26.0%	6 27.3%	9 20.9%
Mean	2.3	2.1	2.2	2.3	2.3	2.1	1.9	2.1
SD	0.7	0.8	0.8	0.8 d	0.8 d	0.8	0.6 ab	0.7

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Low Price

N=573	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	573 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.6%	26 4.5%	52 9.1%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
1st Priority	138 24.1%	3 15.0%	5 27.8%	2 66.7%	0 0.0%	1 9.1%	11 22.4%	8 30.8%	12 23.1%	13 30.2%	2 20.0%	12 23.5%	11 27.5%
2nd Priority	79 13.8%	3 15.0%	6 33.3% K	0 0.0%	0 0.0%	1 9.1%	8 16.3%	4 15.4%	7 13.5%	6 14.0%	1 10.0%	3 5.9% B	6 15.0%
3rd Priority	109 19.0%	6 30.0%	1 5.6% ej	0 0.0%	1 33.3%	4 36.4% bk	10 20.4%	6 23.1%	12 23.1%	8 18.6%	4 40.0% bk	6 11.8% ej	7 17.5%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Low Price

N=573

	Economic Sector				Sales Revenue					
	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
	Total	152 26.5%	151 26.4%	63 11.0%	69 12.0%	120 20.9%	50 8.7%	43 7.5%	25 4.4%	47 8.2%
1st Priority	45 29.6%	33 21.9%	16 25.4%	14 20.3%	28 23.3%	17 34.0%	9 20.9%	7 28.0%	12 25.5%	8 21.6%
2nd Priority	22 14.5%	20 13.2%	12 19.0% d	5 7.2% c	13 10.8% c	6 12.0%	11 25.6% a	3 12.0%	7 14.9%	4 10.8%
3rd Priority	32 21.1%	26 17.2%	9 14.3%	16 23.2%	23 19.2%	10 20.0%	7 16.3%	5 20.0%	10 21.3%	7 18.9%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Low Price

N=573

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	165 28.8%	96 16.8%	52 9.1%	120 20.9%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
1st Priority	36 21.8%	30 31.3%	13 25.0%	31 25.8%	23 25.6%	16 31.4%	3 13.6%	8 18.6%
2nd Priority	20 12.1%	13 13.5%	8 15.4%	12 10.0% b	18 20.0% a	6 11.8%	3 13.6%	7 16.3%
3rd Priority	43 26.1% bc	13 13.5% a	6 11.5% a	24 20.0%	15 16.7%	10 19.6%	3 13.6%	11 25.6%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Product Quality

N=573	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	573 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.6%	26 4.5%	52 9.1%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
1st Priority	142 24.8%	3 15.0%	1 5.6% dfhl	1 33.3%	2 66.7% bijk	2 18.2%	19 38.8% bljk	6 23.1%	15 28.8% bi	5 11.6% dFhl	0 0.0% df	9 17.6% df	12 30.0% bi
2nd Priority	118 20.6%	6 30.0% I	2 11.1%	0 0.0%	1 33.3%	0 0.0% h	10 20.4% i	5 19.2%	18 34.6% eI	2 4.7% AfHjkl	3 30.0% i	10 19.6% i	9 22.5% i
3rd Priority	110 19.2%	4 20.0%	6 33.3% h	2 66.7% fh	0 0.0%	2 18.2%	8 16.3% c	5 19.2%	6 11.5% bc	9 20.9%	1 10.0%	10 19.6%	8 20.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Product Quality

N=573

	Economic Sector				Sales Revenue					
	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
	Total	152 26.5%	151 26.4%	63 11.0%	69 12.0%	120 20.9%	50 8.7%	43 7.5%	25 4.4%	47 8.2%
1st Priority	37 24.3%	33 21.9%	20 31.7% d	10 14.5% c	28 23.3%	8 16.0%	13 30.2%	6 24.0%	9 19.1%	9 24.3%
2nd Priority	33 21.7%	30 19.9%	14 22.2%	9 13.0%	24 20.0%	17 34.0% df	9 20.9%	3 12.0% b	8 17.0%	5 13.5% b
3rd Priority	32 21.1%	26 17.2%	11 17.5%	18 26.1%	22 18.3%	6 12.0%	8 18.6%	6 24.0%	13 27.7%	6 16.2%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Product Quality

N=573

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	165 28.8%	96 16.8%	52 9.1%	120 20.9%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
1st Priority	36 21.8%	22 22.9%	15 28.8%	27 22.5%	20 22.2%	11 21.6%	5 22.7%	11 25.6%
2nd Priority	40 24.2%	16 16.7%	9 17.3%	30 25.0% e	21 23.3% e	9 17.6%	3 13.6%	3 7.0% ab
3rd Priority	25 15.2%	21 21.9%	12 23.1%	19 15.8%	18 20.0%	12 23.5%	4 18.2%	9 20.9%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Innovation

N=573	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
Total	573 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.6%	26 4.5%	52 9.1%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
1st Priority	65 11.3%	5 25.0% i	6 33.3% fglj	0 0.0%	1 33.3%	4 36.4% fglj	5 10.2% be	2 7.7% be	8 15.4%	2 4.7% aBE	0 0.0% be	7 13.7%	3 7.5% be
2nd Priority	50 8.7%	3 15.0%	1 5.6%	0 0.0%	0 0.0%	1 9.1%	7 14.3% i	1 3.8%	4 7.7%	1 2.3% fl	0 0.0%	5 9.8%	6 15.0% i
3rd Priority	45 7.9%	2 10.0%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	5 10.2%	1 3.8%	6 11.5%	1 2.3% k	1 10.0%	8 15.7% i	2 5.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Innovation

N=573

	Economic Sector				Sales Revenue					
	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
	Total	152 26.5%	151 26.4%	63 11.0%	69 12.0%	120 20.9%	50 8.7%	43 7.5%	25 4.4%	47 8.2%
1st Priority	18 11.8%	21 13.9%	8 12.7%	4 5.8%	14 11.7%	7 14.0%	6 14.0%	2 8.0%	2 4.3% F	9 24.3% E
2nd Priority	19 12.5% D	13 8.6% d	7 11.1% d	1 1.4% Abc	12 10.0%	6 12.0%	2 4.7%	3 12.0%	3 6.4%	4 10.8%
3rd Priority	13 8.6%	16 10.6%	3 4.8%	3 4.3%	12 10.0%	5 10.0%	3 7.0%	3 12.0%	1 2.1%	2 5.4%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Innovation

N=573

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	165 28.8%	96 16.8%	52 9.1%	120 20.9%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
1st Priority	22 13.3%	8 8.3%	7 13.5%	16 13.3%	12 13.3%	2 3.9% d	5 22.7% c	6 14.0%
2nd Priority	15 9.1%	11 11.5%	4 7.7%	12 10.0%	7 7.8%	4 7.8%	1 4.5%	6 14.0%
3rd Priority	12 7.3%	8 8.3%	6 11.5%	14 11.7%	6 6.7%	4 7.8%	1 4.5%	2 4.7%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Excellent Service

N=573	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
Total	573 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.6%	26 4.5%	52 9.1%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
1st Priority	95 16.6%	6 30.0% f	2 11.1%	0 0.0%	0 0.0%	0 0.0% j	4 8.2% aJ	5 19.2%	7 13.5% j	9 20.9%	4 40.0% eFhI	10 19.6%	5 12.5% j
2nd Priority	191 33.3%	3 15.0% CEfk	5 27.8% c	3 100.0% Abghijl	0 0.0%	7 63.6% Ahl	21 42.9% a	9 34.6% c	15 28.8% ce	15 34.9% c	2 20.0% c	22 43.1% a	11 27.5% ce
3rd Priority	138 24.1%	2 10.0% d	6 33.3%	0 0.0%	2 66.7% a	1 9.1%	11 22.4%	7 26.9%	14 26.9%	8 18.6%	2 20.0%	11 21.6%	11 27.5%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Excellent Service

N=573

	Economic Sector				Sales Revenue					
	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
	Total	152 26.5%	151 26.4%	63 11.0%	69 12.0%	120 20.9%	50 8.7%	43 7.5%	25 4.4%	47 8.2%
1st Priority	18 11.8% D	23 15.2% d	9 14.3%	19 27.5% Ab	21 17.5%	6 12.0% e	6 14.0%	4 16.0%	14 29.8% bF	2 5.4% E
2nd Priority	52 34.2%	54 35.8%	16 25.4%	27 39.1%	41 34.2%	13 26.0%	13 30.2%	12 48.0%	18 38.3%	13 35.1%
3rd Priority	34 22.4%	43 28.5% d	15 23.8%	11 15.9% b	34 28.3% e	15 30.0% e	11 25.6%	3 12.0%	6 12.8% ab	8 21.6%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Excellent Service

N=573

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	165 28.8%	96 16.8%	52 9.1%	120 20.9%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
1st Priority	33 20.0%	12 12.5%	8 15.4%	20 16.7%	11 12.2%	11 21.6%	5 22.7%	5 11.6%
2nd Priority	57 34.5%	38 39.6%	13 25.0%	36 30.0%	30 33.3%	19 37.3%	11 50.0%	17 39.5%
3rd Priority	42 25.5%	18 18.8%	14 26.9%	36 30.0%	24 26.7%	8 15.7%	2 9.1%	9 20.9%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Trusting Relationship

N=573	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	573 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.6%	26 4.5%	52 9.1%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
1st Priority	105 18.3%	2 10.0%	3 16.7%	0 0.0%	0 0.0%	4 36.4%	9 18.4%	3 11.5%	8 15.4%	12 27.9%	3 30.0%	10 19.6%	7 17.5%
2nd Priority	104 18.2%	2 10.0%	3 16.7%	0 0.0%	2 66.7%	1 9.1%	2 4.1%	6 23.1%	7 13.5%	12 27.9%	3 30.0%	10 19.6%	8 20.0%
3rd Priority	122 21.3%	2 10.0%	1 5.6%	1 33.3%	0 0.0%	3 27.3%	11 22.4%	5 19.2%	12 23.1%	12 27.9%	2 20.0%	10 19.6%	9 22.5%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Trusting Relationship

N=573

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Total	152 26.5%	151 26.4%	63 11.0%	69 12.0%	120 20.9%	50 8.7%	43 7.5%	25 4.4%	47 8.2%	37 6.5%
1st Priority	26 17.1%	34 22.5%	9 14.3%	18 26.1%	24 20.0%	7 14.0%	9 20.9%	4 16.0%	8 17.0%	7 18.9%
2nd Priority	21 13.8%	30 19.9%	7 11.1%	21 30.4%	25 20.8%	8 16.0%	4 9.3%	3 12.0%	8 17.0%	8 21.6%
3rd Priority	34 22.4%	29 19.2%	13 20.6%	12 17.4%	20 16.7%	11 22.0%	10 23.3%	7 28.0%	12 25.5%	9 24.3%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Trusting Relationship

N=573

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	165 28.8%	96 16.8%	52 9.1%	120 20.9%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
1st Priority	31 18.8%	18 18.8%	6 11.5%	20 16.7%	20 22.2%	8 15.7%	4 18.2%	10 23.3%
2nd Priority	27 16.4%	15 15.6%	11 21.2%	25 20.8%	11 12.2%	8 15.7%	4 18.2%	7 16.3%
3rd Priority	28 17.0%	29 30.2%	11 21.2%	21 17.5%	20 22.2%	14 27.5%	7 31.8%	8 18.6%
	b	a						

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Brand

N=573	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	573 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.6%	26 4.5%	52 9.1%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
1st Priority	28 4.9%	1 5.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	2 7.7%	2 3.8%	2 4.7%	1 10.0%	3 5.9%	2 5.0%
2nd Priority	31 5.4%	3 15.0% fhkl	1 5.6%	0 0.0%	0 0.0%	1 9.1%	1 2.0% ai	1 3.8%	1 1.9% ai	7 16.3% fhkL	1 10.0% 1	1 2.0% ai	0 0.0% aj
3rd Priority	52 9.1%	4 20.0%	3 16.7%	0 0.0%	0 0.0%	1 9.1%	4 8.2%	2 7.7%	3 5.8%	5 11.6%	0 0.0%	6 11.8%	4 10.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Brand

N=573

	Economic Sector				Sales Revenue					
	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
	Total	152 26.5%	151 26.4%	63 11.0%	69 12.0%	120 20.9%	50 8.7%	43 7.5%	25 4.4%	47 8.2%
1st Priority	8 5.3%	7 4.6%	1 1.6%	4 5.8%	5 4.2%	5 10.0% c	0 0.0% b	2 8.0%	2 4.3%	2 5.4%
2nd Priority	5 3.3% c	4 2.6% cd	7 11.1% ab	6 8.7% b	5 4.2%	0 0.0% cf	4 9.3% b	1 4.0%	3 6.4%	3 8.1% b
3rd Priority	8 5.3% Cd	12 7.9% c	12 19.0% Ab	10 14.5% a	9 7.5%	3 6.0%	5 11.6%	2 8.0%	5 10.6%	6 16.2%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Brand

N=573

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	165 28.8%	96 16.8%	52 9.1%	120 20.9%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
1st Priority	7 4.2%	6 6.3%	3 5.8%	6 5.0%	4 4.4%	3 5.9%	0 0.0%	3 7.0%
2nd Priority	6 3.6% C	3 3.1% c	7 13.5% Ab	5 4.2%	3 3.3%	5 9.8%	0 0.0%	3 7.0%
3rd Priority	15 9.1%	9 9.4%	4 7.7%	6 5.0% D	7 7.8% d	5 9.8%	5 22.7% Ab	5 11.6%

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new domestic competitors

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	574 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.5%	26 4.5%	53 9.2%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
1=Not Likely	130 22.6%	6 30.0%	5 27.8%	1 33.3%	2 66.7% h	2 18.2%	18 36.7% H	6 23.1%	6 11.3% dFjl	11 25.6%	4 40.0% h	10 19.6%	11 27.5% h
2=	105 18.3%	2 10.0%	6 33.3% l	0 0.0%	1 33.3%	1 9.1%	15 30.6% l	6 23.1%	12 22.6%	10 23.3%	2 20.0%	8 15.7%	4 10.0% bf
3=	67 11.7%	3 15.0%	1 5.6%	0 0.0%	0 0.0%	3 27.3%	5 10.2%	2 7.7%	11 20.8%	6 14.0%	1 10.0%	10 19.6%	6 15.0%
4=	52 9.1%	1 5.0%	1 5.6%	0 0.0%	0 0.0%	2 18.2%	2 4.1%	3 11.5%	3 5.7%	4 9.3%	0 0.0%	3 5.9%	4 10.0%
5=	69 12.0%	3 15.0%	0 0.0% Ckl	2 66.7% BfgHj	0 0.0%	1 9.1%	6 12.2% c	3 11.5% c	4 7.5% Cl	4 9.3% C	0 0.0% c	10 19.6% b	9 22.5% bh
6=	60 10.5%	4 20.0% F	5 27.8% F	0 0.0%	0 0.0%	0 0.0%	0 0.0% ABgHiJkl	3 11.5% f	12 22.6% F	4 9.3% f	3 30.0% F	5 9.8% f	4 10.0% f
7=Very Likely	51 8.9%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	3 6.1%	3 11.5%	5 9.4%	4 9.3%	0 0.0%	5 9.8%	2 5.0%
Mean	3.4	3.5	3.0	3.7	1.3	3.6	2.5	3.5	3.8	3.2	2.9	3.6	3.4
SD	2.0	2.1	2.1	2.3	0.6 h	2.1	1.8 gHKL	2.1 f	2.0 dF	2.0	2.2	2.0 F	2.0 f

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new domestic competitors

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 26.7%	151 26.3%	63 11.0%	69 12.0%	121 21.1%	50 8.7%	43 7.5%	25 4.4%	47 8.2%	37 6.4%
1=Not Likely	42 27.5%	33 21.9%	13 20.6%	18 26.1%	29 24.0%	12 24.0%	7 16.3%	6 24.0%	14 29.8%	11 29.7%
2=	40 26.1% b	23 15.2% a	11 17.5%	13 18.8%	19 15.7% c	10 20.0%	14 32.6% a	5 20.0%	12 25.5%	6 16.2%
3=	19 12.4%	24 15.9%	6 9.5%	9 13.0%	12 9.9% e	10 20.0%	7 16.3%	4 16.0%	11 23.4% a	5 13.5%
4=	10 6.5%	16 10.6%	9 14.3%	5 7.2%	11 9.1%	1 2.0%	3 7.0%	3 12.0%	3 6.4%	2 5.4%
5=	18 11.8%	18 11.9%	8 12.7%	9 13.0%	22 18.2%	4 8.0%	3 7.0%	2 8.0%	4 8.5%	5 13.5%
6=	14 9.2%	18 11.9%	7 11.1%	11 15.9%	15 12.4% e	10 20.0% E	4 9.3%	4 16.0% e	1 2.1% aBdf	5 13.5% e
7=Very Likely	10 6.5%	19 12.6%	9 14.3%	4 5.8%	13 10.7%	3 6.0%	5 11.6%	1 4.0%	2 4.3%	3 8.1%
Mean	3.0	3.6	3.7	3.3	3.6	3.3	3.3	3.2	2.6	3.3
SD	1.9 bc	2.1 a	2.1 a	2.0	2.1 E	2.1	2.0	1.9	1.6 A	2.1

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new domestic competitors

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 28.9%	96 16.7%	52 9.1%	121 21.1%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
1=Not Likely	43 25.9%	19 19.8%	11 21.2%	29 24.0%	19 21.1%	13 25.5%	7 31.8%	11 25.6%
2=	32 19.3%	22 22.9%	9 17.3%	21 17.4%	21 23.3%	11 21.6%	4 18.2%	12 27.9%
3=	25 15.1%	18 18.8%	7 13.5%	12 9.9%	16 17.8%	10 19.6%	4 18.2%	7 16.3%
4=	12 7.2%	6 6.3%	3 5.8%	11 9.1%	3 3.3%	6 11.8%	2 9.1%	2 4.7%
5=	23 13.9%	14 14.6%	4 7.7%	19 15.7%	10 11.1%	4 7.8%	2 9.1%	5 11.6%
6=	15 9.0% C	11 11.5% c	13 25.0% Ab	16 13.2%	14 15.6%	3 5.9%	2 9.1%	5 11.6%
7=Very Likely	16 9.6%	6 6.3%	5 9.6%	13 10.7%	7 7.8%	4 7.8%	1 4.5%	1 2.3%
Mean	3.3	3.3	3.8	3.6	3.4	3.0	2.9	2.9
SD	2.0	1.9	2.2	2.1	2.0	1.9	1.9	1.8

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new global competitors

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	574 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.5%	26 4.5%	53 9.2%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
1=Not Likely	148 25.8%	6 30.0%	6 33.3% e	2 66.7% efh	1 33.3%	0 0.0% bcgijl	8 16.3% cgL	11 42.3% efH	8 15.1% cGL	13 30.2% e	4 40.0% e	11 21.6% l	17 42.5% eFHk
2=	77 13.4%	1 5.0%	5 27.8% f	1 33.3%	0 0.0%	0 0.0%	3 6.1% bhi	5 19.2%	11 20.8% f	9 20.9% f	2 20.0%	7 13.7%	5 12.5%
3=	76 13.2%	3 15.0%	2 11.1%	0 0.0%	0 0.0%	2 18.2%	5 10.2%	4 15.4%	10 18.9%	8 18.6%	2 20.0%	11 21.6%	4 10.0%
4=	62 10.8%	1 5.0%	1 5.6%	0 0.0%	0 0.0%	3 27.3% gh	10 20.4% h	1 3.8% e	3 5.7% ef	5 11.6%	1 10.0%	8 15.7%	3 7.5%
5=	65 11.3%	3 15.0%	2 11.1% d	0 0.0%	2 66.7% bfgHlJK	1 9.1%	8 16.3% d	3 11.5% d	5 9.4% D	2 4.7% D	0 0.0% d	4 7.8% D	7 17.5%
6=	67 11.7%	4 20.0% l	2 11.1%	0 0.0%	0 0.0%	2 18.2%	9 18.4% l	2 7.7%	9 17.0% l	3 7.0%	1 10.0%	8 15.7% l	1 2.5% afhk
7=Very Likely	38 6.6%	2 10.0%	0 0.0% e	0 0.0%	0 0.0%	3 27.3% bGk	6 12.2%	0 0.0% E	6 11.3%	3 7.0%	0 0.0%	2 3.9% e	3 7.5%
Mean	3.3	3.7	2.7	1.3	3.7	5.1	4.2	2.5	3.7	2.9	2.4	3.4	2.8
SD	2.0	2.3 g	1.8 EF	0.6 Ef	2.3	1.6 BCGhIJKL	2.0 BcGIJKL	1.7 aEFHk	2.1 eGil	1.9 EFh	1.6 EF	1.9 Efg	2.0 EFh

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new global competitors

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 26.7%	151 26.3%	63 11.0%	69 12.0%	121 21.1%	50 8.7%	43 7.5%	25 4.4%	47 8.2%	37 6.4%
1=Not Likely	29 19.0% D	43 28.5% d	15 23.8% d	31 44.9% Abc	42 34.7% f	10 20.0%	9 20.9%	6 24.0%	13 27.7%	5 13.5% a
2=	16 10.5%	19 12.6%	11 17.5%	11 15.9%	17 14.0%	6 12.0%	8 18.6%	3 12.0%	8 17.0%	5 13.5%
3=	24 15.7%	27 17.9%	10 15.9%	7 10.1%	17 14.0%	7 14.0%	7 16.3%	5 20.0%	8 17.0%	8 21.6%
4=	21 13.7%	17 11.3%	5 7.9%	6 8.7%	11 9.1%	8 16.0%	3 7.0%	1 4.0%	6 12.8%	5 13.5%
5=	23 15.0%	18 11.9%	7 11.1%	6 8.7%	12 9.9%	7 14.0%	4 9.3%	5 20.0%	5 10.6%	5 13.5%
6=	25 16.3%	16 10.6%	8 12.7%	7 10.1%	11 9.1% b	10 20.0% a	6 14.0%	3 12.0%	5 10.6%	4 10.8%
7=Very Likely	14 9.2% d	11 7.3%	7 11.1% d	1 1.4% ac	11 9.1%	2 4.0%	5 11.6%	2 8.0%	2 4.3%	5 13.5%
Mean	3.8	3.3	3.5	2.6	3.1	3.7	3.5	3.5	3.1	3.9
SD	2.0 bD	2.0 ad	2.1 D	1.8 AbC	2.1 f	1.9	2.1	2.0	1.9	2.0 a

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new global competitors

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 28.9%	96 16.7%	52 9.1%	121 21.1%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
1=Not Likely	49 29.5%	22 22.9%	12 23.1%	37 30.6%	20 22.2%	13 25.5%	4 18.2%	8 18.6%
2=	25 15.1%	9 9.4%	13 25.0%	18 14.9%	12 13.3%	10 19.6%	2 9.1%	7 16.3%
3=	27 16.3%	17 17.7%	4 7.7%	17 14.0%	15 16.7%	8 15.7%	5 22.7%	8 18.6%
4=	18 10.8%	8 8.3%	4 7.7%	14 11.6%	8 8.9%	4 7.8%	5 22.7%	5 11.6%
5=	13 7.8%	19 19.8%	6 11.5%	12 9.9%	12 13.3%	6 11.8%	3 13.6%	6 14.0%
6=	19 11.4%	14 14.6%	7 13.5%	11 9.1%	16 17.8%	7 13.7%	0 0.0%	6 14.0%
7=Very Likely	14 8.4%	7 7.3%	6 11.5%	12 9.9%	6 6.7%	3 5.9%	3 13.6%	3 7.0%
Mean	3.2	3.7	3.5	3.2	3.6	3.3	3.6	3.6
SD	2.0	2.0	2.2	2.1	2.0	2.0	1.9	1.9

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More intense rivalry for customers

	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 Pharm. L
Total	574 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.5%	26 4.5%	53 9.2%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
1=Not Likely	15 2.6%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	2 4.1%	1 3.8%	1 1.9%	2 4.7%	0 0.0%	1 2.0%	3 7.5%
2=	13 2.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	1 10.0%	2 3.9%	0 0.0%
			d	d	abFGHIKL		Dj	D	D	Dj	fil	d	Dj
3=	30 5.2%	0 0.0%	4 22.2%	1 33.3%	0 0.0%	2 18.2%	0 0.0%	1 3.8%	1 1.9%	4 9.3%	2 20.0%	4 7.8%	1 2.5%
		bcj	aFHI	aFHI		Fh	BCEiJk		BCej	f	aFhl	f	bcj
4=	69 12.0%	1 5.0%	3 16.7%	0 0.0%	0 0.0%	1 9.1%	5 10.2%	3 11.5%	8 15.1%	3 7.0%	0 0.0%	7 13.7%	7 17.5%
5=	123 21.4%	5 25.0%	5 27.8%	1 33.3%	0 0.0%	3 27.3%	11 22.4%	5 19.2%	12 22.6%	11 25.6%	3 30.0%	9 17.6%	10 25.0%
6=	152 26.5%	11 55.0%	3 16.7%	0 0.0%	0 0.0%	3 27.3%	15 30.6%	8 30.8%	22 41.5%	11 25.6%	2 20.0%	17 33.3%	5 12.5%
		biL	a				1		L	a		1	AfHk
7=Very Likely	129 22.5%	3 15.0%	2 11.1%	1 33.3%	1 33.3%	2 18.2%	16 32.7%	8 30.8%	8 15.1%	12 27.9%	2 20.0%	11 21.6%	14 35.0%
							h		fl				h
Mean	5.3	5.8	4.6	5.0	4.5	5.2	5.7	5.6	5.4	5.4	4.9	5.3	5.3
SD	1.5	0.8	1.6	2.0	3.5	1.4	1.4	1.5	1.3	1.6	1.7	1.5	1.7
		B	AFgh				B	b	b				

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More intense rivalry for customers

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 26.7%	151 26.3%	63 11.0%	69 12.0%	121 21.1%	50 8.7%	43 7.5%	25 4.4%	47 8.2%	37 6.4%
1=Not Likely	3 2.0%	7 4.6%	0 0.0%	1 1.4%	6 5.0%	2 4.0%	1 2.3%	0 0.0%	1 2.1%	0 0.0%
2=	3 2.0%	3 2.0%	0 0.0%	3 4.3%	2 1.7%	1 2.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%
3=	5 3.3%	9 6.0%	6 9.5%	4 5.8%	14 11.6%	1 2.0%	1 2.3%	0 0.0%	0 0.0%	3 8.1%
4=	18 11.8%	24 15.9%	6 9.5%	7 10.1%	16 13.2%	5 10.0%	9 20.9%	1 4.0%	3 6.4%	2 5.4%
5=	41 26.8%	23 15.2%	13 20.6%	21 30.4%	24 19.8%	13 26.0%	8 18.6%	8 32.0%	10 21.3%	10 27.0%
6=	47 30.7%	41 27.2%	20 31.7%	18 26.1%	34 28.1%	15 30.0%	10 23.3%	3 12.0%	23 48.9%	14 37.8%
7=Very Likely	36 23.5%	43 28.5%	18 28.6%	14 20.3%	25 20.7%	13 26.0%	13 30.2%	13 52.0%	10 21.3%	7 18.9%
Mean	5.5	5.3	5.6	5.3	5.1	5.5	5.4	6.1	5.8	5.6
SD	1.3	1.6	1.3	1.4	1.6	1.5	1.5	1.0	1.1	1.1
					DE	d	d	Abc	A	

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More intense rivalry for customers

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 28.9%	96 16.7%	52 9.1%	121 21.1%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
1=Not Likely	7 4.2%	2 2.1%	2 3.8%	7 5.8%	3 3.3%	0 0.0%	1 4.5%	0 0.0%
2=	3 1.8%	0 0.0%	0 0.0%	3 2.5%	1 1.1%	0 0.0%	0 0.0%	1 2.3%
3=	7 4.2% C	4 4.2% c	8 15.4% Ab	9 7.4%	4 4.4%	4 7.8%	0 0.0%	2 4.7%
4=	20 12.0%	11 11.5%	5 9.6%	16 13.2%	11 12.2%	5 9.8%	1 4.5%	3 7.0%
5=	36 21.7%	22 22.9%	12 23.1%	24 19.8%	22 24.4%	13 25.5%	5 22.7%	12 27.9%
6=	51 30.7%	31 32.3%	15 28.8%	34 28.1%	25 27.8%	12 23.5%	9 40.9%	17 39.5%
7=Very Likely	42 25.3%	26 27.1%	9 17.3%	28 23.1%	24 26.7%	17 33.3%	6 27.3%	7 16.3%
Mean	5.4	5.6	5.1	5.2	5.4	5.6	5.7	5.5
SD	1.5	1.3 c	1.5 b	1.7	1.5	1.3	1.4	1.2

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor innovation

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	574 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.5%	26 4.5%	53 9.2%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
1=Not Likely	30 5.2%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	4 8.2%	3 11.5%	3 5.7%	3 7.0%	0 0.0%	2 3.9%	2 5.0%
2=	42 7.3%	1 5.0%	1 5.6%	1 33.3% h	1 33.3% h	0 0.0%	3 6.1% j	3 11.5%	2 3.8% cdJ	3 7.0% j	3 30.0% fHik	3 5.9% j	5 12.5%
3=	59 10.3%	4 20.0%	2 11.1%	1 33.3%	0 0.0%	0 0.0%	5 10.2%	2 7.7%	6 11.3%	5 11.6%	2 20.0%	8 15.7%	5 12.5%
4=	120 20.9%	5 25.0%	9 50.0% Fghjk	1 33.3%	0 0.0%	5 45.5% f	8 16.3% Be	5 19.2% b	10 18.9% b	12 27.9%	1 10.0% b	12 23.5% b	12 30.0%
5=	130 22.6%	6 30.0%	1 5.6% fjk	0 0.0%	1 33.3%	1 9.1%	15 30.6% b	3 11.5%	12 22.6%	7 16.3%	4 40.0% b	15 29.4% b	11 27.5%
6=	99 17.2%	3 15.0%	3 16.7%	0 0.0%	0 0.0%	4 36.4% jl	9 18.4%	8 30.8% 1	13 24.5% 1	8 18.6%	0 0.0% e	8 15.7%	3 7.5% egh
7=Very Likely	52 9.1%	1 5.0%	1 5.6%	0 0.0%	1 33.3%	1 9.1%	5 10.2%	1 3.8%	7 13.2%	5 11.6%	0 0.0%	3 5.9%	2 5.0%
Mean	4.5	4.5	4.2	3.0	4.7	5.1	4.5	4.2	4.8	4.4	3.6	4.4	4.1
SD	1.6	1.3	1.5	1.0 e	2.5	1.1 cjl	1.7	1.9	1.6 jl	1.7	1.3 eh	1.4	1.5 eh

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor innovation

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 26.7%	151 26.3%	63 11.0%	69 12.0%	121 21.1%	50 8.7%	43 7.5%	25 4.4%	47 8.2%	37 6.4%
1=Not Likely	8 5.2%	9 6.0% c	0 0.0% bd	5 7.2% c	11 9.1% c	4 8.0%	0 0.0% a	1 4.0%	1 2.1%	0 0.0%
2=	12 7.8%	9 6.0%	7 11.1%	8 11.6%	9 7.4%	6 12.0%	6 14.0%	2 8.0%	2 4.3%	2 5.4%
3=	18 11.8%	13 8.6%	9 14.3%	10 14.5%	21 17.4% B	1 2.0% A	5 11.6%	3 12.0%	5 10.6%	3 8.1%
4=	39 25.5%	35 23.2%	13 20.6%	13 18.8%	26 21.5%	12 24.0%	10 23.3%	8 32.0%	14 29.8%	10 27.0%
5=	35 22.9%	42 27.8%	15 23.8%	19 27.5%	23 19.0%	12 24.0%	10 23.3%	5 20.0%	14 29.8%	9 24.3%
6=	30 19.6%	26 17.2%	11 17.5%	9 13.0%	21 17.4%	11 22.0%	8 18.6%	3 12.0%	9 19.1%	7 18.9%
7=Very Likely	11 7.2%	17 11.3%	7 11.1%	5 7.2%	9 7.4%	4 8.0%	4 9.3%	3 12.0%	2 4.3%	6 16.2%
Mean	4.4	4.6	4.6	4.2	4.2	4.4	4.5	4.4	4.6	4.9
SD	1.6	1.6	1.5	1.7	1.7 f	1.7	1.5	1.6	1.3	1.4 a

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor innovation

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 28.9%	96 16.7%	52 9.1%	121 21.1%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
1=Not Likely	12 7.2%	3 3.1%	2 3.8%	12 9.9% e	3 3.3%	1 2.0%	1 4.5%	0 0.0% a
2=	16 9.6%	6 6.3%	6 11.5%	8 6.6%	9 10.0%	5 9.8%	1 4.5%	5 11.6%
3=	20 12.0%	11 11.5%	6 11.5%	16 13.2%	12 13.3%	8 15.7%	0 0.0%	2 4.7%
4=	42 25.3%	25 26.0%	9 17.3%	26 21.5%	20 22.2%	14 27.5%	6 27.3%	13 30.2%
5=	37 22.3%	25 26.0%	8 15.4%	27 22.3%	22 24.4%	13 25.5%	4 18.2%	12 27.9%
6=	27 16.3% c	16 16.7%	15 28.8% a	21 17.4%	18 20.0%	8 15.7%	6 27.3%	6 14.0%
7=Very Likely	11 6.6%	10 10.4%	6 11.5%	11 9.1%	5 5.6%	2 3.9% d	4 18.2% c	5 11.6%
Mean	4.2	4.6	4.6	4.3	4.4	4.3	5.0	4.6
SD	1.6	1.5	1.7	1.7	1.5	1.4 d	1.6 c	1.4

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor price-cutting

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	574 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.5%	26 4.5%	53 9.2%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
1=Not Likely	23 4.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	2 4.1%	1 3.8%	0 0.0% i	5 11.6% h	0 0.0%	2 3.9%	2 5.0%
2=	32 5.6%	0 0.0% c	1 5.6%	1 33.3% aF	0 0.0%	1 9.1%	1 2.0% Ci	1 3.8%	3 5.7%	6 14.0% f	0 0.0%	3 5.9%	3 7.5%
3=	46 8.0%	2 10.0%	0 0.0% de	0 0.0%	1 33.3% b	3 27.3% bl	4 8.2%	2 7.7%	4 7.5%	5 11.6%	0 0.0%	5 9.8%	2 5.0% e
4=	76 13.2%	3 15.0%	4 22.2%	0 0.0%	1 33.3%	2 18.2%	4 8.2%	2 7.7%	5 9.4%	6 14.0%	3 30.0%	9 17.6%	6 15.0%
5=	112 19.5%	5 25.0%	2 11.1%	0 0.0%	0 0.0%	3 27.3%	11 22.4%	3 11.5%	15 28.3%	9 20.9%	2 20.0%	12 23.5%	9 22.5%
6=	144 25.1%	6 30.0%	9 50.0% ehik	1 33.3%	1 33.3%	1 9.1% b	16 32.7%	10 38.5%	12 22.6% b	8 18.6% b	4 40.0%	12 23.5% b	12 30.0%
7=Very Likely	100 17.4%	4 20.0%	1 5.6%	1 33.3%	0 0.0%	1 9.1%	11 22.4%	7 26.9%	14 26.4% i	4 9.3% h	1 10.0%	8 15.7%	6 15.0%
Mean	5.0	5.4	5.0	5.0	4.3	4.3	5.3	5.4	5.3	4.1	5.3	4.8	4.9
SD	1.7	1.3 ei	1.6	2.6	1.5	1.5 afh	1.6 ei	1.7 I	1.5 ei	1.9 aFGHkl	1.1	1.6 i	1.7 i

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor price-cutting

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 26.7%	151 26.3%	63 11.0%	69 12.0%	121 21.1%	50 8.7%	43 7.5%	25 4.4%	47 8.2%	37 6.4%
1=Not Likely	5 3.3%	8 5.3%	0 0.0%	6 8.7% d c	8 6.6%	3 6.0%	2 4.7%	0 0.0%	0 0.0%	0 0.0%
2=	5 3.3% d	9 6.0%	4 6.3%	7 10.1% a	9 7.4% b	0 0.0% ad	3 7.0%	2 8.0% b	3 6.4%	2 5.4%
3=	9 5.9%	15 9.9%	5 7.9%	7 10.1%	9 7.4%	4 8.0%	3 7.0%	2 8.0%	4 8.5%	5 13.5%
4=	15 9.8%	23 15.2%	8 12.7%	13 18.8%	19 15.7%	9 18.0%	3 7.0%	1 4.0%	5 10.6%	7 18.9%
5=	35 22.9%	29 19.2%	12 19.0%	14 20.3%	27 22.3%	12 24.0%	5 11.6%	6 24.0%	13 27.7%	6 16.2%
6=	50 32.7% d	43 28.5%	17 27.0%	12 17.4% a	25 20.7% CE	17 34.0%	19 44.2% Ad	4 16.0% ce	19 40.4% Ad	9 24.3%
7=Very Likely	34 22.2%	24 15.9%	17 27.0%	10 14.5%	24 19.8% de	5 10.0% D	8 18.6%	10 40.0% aBE	3 6.4% aDf	8 21.6% e
Mean	5.3	4.9	5.3	4.4	4.8	5.0	5.2	5.5	5.1	5.1
SD	1.5 bD	1.7 a	1.5 D	1.8 AC	1.8	1.5	1.7	1.6	1.3	1.5

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor price-cutting

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 28.9%	96 16.7%	52 9.1%	121 21.1%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
1=Not Likely	10 6.0%	2 2.1%	1 1.9%	9 7.4% c	4 4.4%	0 0.0% a	0 0.0%	0 0.0%
2=	9 5.4%	5 5.2%	4 7.7%	8 6.6%	5 5.6%	4 7.8%	0 0.0%	4 9.3%
3=	14 8.4%	11 11.5%	2 3.8%	9 7.4%	6 6.7%	5 9.8%	2 9.1%	5 11.6%
4=	20 12.0%	10 10.4%	11 21.2%	14 11.6%	15 16.7%	4 7.8%	5 22.7%	7 16.3%
5=	39 23.5%	21 21.9%	8 15.4%	29 24.0%	18 20.0%	10 19.6%	6 27.3%	6 14.0%
6=	47 28.3%	28 29.2%	17 32.7%	27 22.3% c	28 31.1%	20 39.2% a	4 18.2%	14 32.6%
7=Very Likely	27 16.3%	19 19.8%	9 17.3%	25 20.7%	14 15.6%	8 15.7%	5 22.7%	7 16.3%
Mean	4.9	5.1	5.1	4.9	5.0	5.2	5.2	5.0
SD	1.7	1.6	1.6	1.8	1.6	1.5	1.3	1.6

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More cooperation on non-price strategies

	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
Total	574 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.5%	26 4.5%	53 9.2%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
1=Not Likely	65 11.3%	2 10.0%	1 5.6%	1 33.3%	0 0.0%	3 27.3%	4 8.2%	4 15.4%	5 9.4%	8 18.6%	2 20.0%	5 9.8%	9 22.5%
2=	61 10.6%	3 15.0%	3 16.7%	0 0.0%	1 33.3%	2 18.2%	5 10.2%	3 11.5%	10 18.9%	8 18.6%	2 20.0%	5 9.8%	5 12.5%
3=	79 13.8%	2 10.0%	4 22.2% h	0 0.0%	0 0.0%	1 9.1%	8 16.3% h	5 19.2% h	2 3.8% bfgk	5 11.6%	2 20.0%	9 17.6% h	6 15.0%
4=	156 27.2%	9 45.0%	6 33.3%	1 33.3%	0 0.0%	2 18.2%	13 26.5%	8 30.8%	16 30.2%	11 25.6%	3 30.0%	16 31.4%	10 25.0%
5=	84 14.6%	0 0.0% cfh	1 5.6%	1 33.3% a	0 0.0%	2 18.2%	13 26.5% a	3 11.5%	12 22.6% a	7 16.3%	0 0.0%	6 11.8%	6 15.0%
6=	58 10.1%	2 10.0%	1 5.6%	0 0.0%	1 33.3%	1 9.1%	5 10.2%	2 7.7%	5 9.4%	4 9.3%	1 10.0%	8 15.7%	4 10.0%
7=Very Likely	22 3.8%	2 10.0% il	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	1 3.8%	2 3.8%	0 0.0% a	0 0.0%	1 2.0%	0 0.0% a
Mean	3.8	3.8	3.6	3.3	4.0	3.1	3.9	3.5	3.8	3.3	3.0	3.8	3.3
SD	1.6	1.7	1.5	2.1	2.8	1.8	1.5	1.6	1.6	1.6	1.6	1.6	1.7

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More cooperation on non-price strategies

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 26.7%	151 26.3%	63 11.0%	69 12.0%	121 21.1%	50 8.7%	43 7.5%	25 4.4%	47 8.2%
1=Not Likely	15 9.8%	19 12.6%	10 15.9%	12 17.4%	21 17.4%	8 16.0%	5 11.6%	4 16.0%	3 6.4%	2 5.4%
2=	18 11.8%	14 9.3%	9 14.3%	10 14.5%	13 10.7%	6 12.0%	6 14.0%	5 20.0%	10 21.3%	7 18.9%
3=	24 15.7%	19 12.6%	10 15.9%	10 14.5%	17 14.0%	6 12.0%	2 4.7%	4 16.0%	7 14.9%	6 16.2%
4=	47 30.7%	51 33.8%	17 27.0%	21 30.4%	40 33.1%	10 20.0%	14 32.6%	5 20.0%	17 36.2%	9 24.3%
5=	27 17.6%	18 11.9%	11 17.5%	7 10.1%	17 14.0%	11 22.0%	9 20.9%	3 12.0%	4 8.5%	6 16.2%
6=	17 11.1%	19 12.6%	2 3.2%	6 8.7%	9 7.4%	7 14.0%	5 11.6%	1 4.0%	5 10.6%	6 16.2%
		c	b							
7=Very Likely	4 2.6%	7 4.6%	3 4.8%	2 2.9%	3 2.5%	2 4.0%	2 4.7%	2 8.0%	0 0.0%	0 0.0%
Mean	3.8	3.8	3.5	3.4	3.5	3.8	3.9	3.4	3.5	3.8
SD	1.5	1.7	1.6	1.6	1.6	1.8	1.7	1.8	1.4	1.5

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More cooperation on non-price strategies

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 28.9%	96 16.7%	52 9.1%	121 21.1%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
1=Not Likely	27 16.3%	12 12.5%	3 5.8%	22 18.2%	12 13.3%	4 7.8%	3 13.6%	4 9.3%
2=	22 13.3%	13 13.5%	9 17.3%	13 10.7%	12 13.3%	8 15.7%	5 22.7%	7 16.3%
3=	26 15.7%	10 10.4%	6 11.5%	14 11.6%	14 15.6%	7 13.7%	4 18.2%	6 14.0%
4=	43 25.9%	32 33.3%	18 34.6%	38 31.4%	21 23.3% c	20 39.2% be	5 22.7%	8 18.6% c
5=	25 15.1%	14 14.6%	11 21.2%	18 14.9%	18 20.0%	5 9.8%	3 13.6%	8 18.6%
6=	15 9.0%	12 12.5%	4 7.7%	11 9.1%	10 11.1%	4 7.8%	2 9.1%	8 18.6%
7=Very Likely	5 3.0%	2 2.1%	1 1.9%	4 3.3%	3 3.3%	2 3.9%	0 0.0%	0 0.0%
Mean	3.5	3.7	3.8	3.6	3.7	3.7	3.3	3.8
SD	1.7	1.6	1.4	1.7	1.7	1.5	1.5	1.6

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

Topic 1: Marketplace Dynamics - Channel partners

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

N=440	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
Total	254 100.0%	15 5.9%	12 4.7%	3 1.2%	2 0.8%	11 4.3%	40 15.7%	17 6.7%	43 16.9%	35 13.8%	9 3.5%	35 13.8%	32 12.6%
3=More	196 52.5%	10 66.7%	7 58.3%	1 33.3%	2 100.0%	8 72.7%	26 66.7%	8 47.1%	27 64.3%	14 41.2%	4 50.0%	17 50.0%	16 50.0%
2=No Change	124 33.2%	4 26.7%	4 33.3%	1 33.3%	0 0.0%	2 18.2%	8 20.5%	7 41.2%	9 21.4%	13 38.2%	4 50.0%	14 41.2%	12 37.5%
1=Less	53 14.2%	1 6.7%	1 8.3%	1 33.3%	0 0.0%	1 9.1%	5 12.8%	2 11.8%	6 14.3%	7 20.6%	0 0.0%	3 8.8%	4 12.5%
Mean	2.4	2.6	2.5	2.0	3.0	2.6	2.5	2.4	2.5	2.2	2.5	2.4	2.4
SD	0.7	0.6	0.7	1.0	0.0	0.7	0.7	0.7	0.7	0.8	0.5	0.7	0.7

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

Topic 1: Marketplace Dynamics - Channel partners

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

	Economic Sector				Sales Revenue					
	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
	N=440									
Total	122 37.7%	101 31.2%	55 17.0%	46 14.2%	86 34.4%	39 15.6%	32 12.8%	20 8.0%	38 15.2%	35 14.0%
3=More	74 60.7% D	51 51.5% d	27 50.9%	15 33.3% Ab	44 52.4%	24 61.5%	23 71.9% e	12 60.0%	15 41.7% c	20 58.8%
2=No Change	32 26.2% D	37 37.4%	15 28.3% d	24 53.3% Ac	31 36.9%	12 30.8%	8 25.0%	4 20.0%	11 30.6%	10 29.4%
1=Less	16 13.1%	11 11.1%	11 20.8%	6 13.3%	9 10.7% e	3 7.7% e	1 3.1% E	4 20.0%	10 27.8% abC	4 11.8%
Mean	2.5	2.4	2.3	2.2	2.4	2.5	2.7	2.4	2.1	2.5
SD	0.7 d	0.7	0.8	0.7 a	0.7 c	0.6 e	0.5 aE	0.8	0.8 bC	0.7

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

Topic 1: Marketplace Dynamics - Channel partners

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

N=440	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	127 52.3%	75 30.9%	41 16.9%	88 34.5%	71 27.8%	42 16.5%	20 7.8%	34 13.3%
3=More	66 52.4%	43 57.3%	25 65.8%	46 52.9%	43 61.4%	25 61.0%	7 38.9%	17 50.0%
2=No Change	44 34.9%	20 26.7%	11 28.9%	33 37.9%	18 25.7%	10 24.4%	8 44.4%	10 29.4%
1=Less	16 12.7%	12 16.0%	2 5.3%	8 9.2%	9 12.9%	6 14.6%	3 16.7%	7 20.6%
Mean	2.4	2.4	2.6	2.4	2.5	2.5	2.2	2.3
SD	0.7	0.8	0.6	0.7	0.7	0.7	0.7	0.8

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

Topic 1: Marketplace Dynamics - Channel partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic compared to the prior 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=440													
Number	440	15	12	3	2	11	40	17	43	35	9	35	32
Percent	100.0%	5.9%	4.7%	1.2%	0.8%	4.3%	15.7%	6.7%	16.9%	13.8%	3.5%	13.8%	12.6%
Optimism rating	374	15	12	3	2	11	40	17	42	35	9	34	32
	62.2	61.5	54.6	41.7	85.0	68.2	64.6	61.8	63.6	58.7	68.4	62.0	62.9
	18.4	18.2	19.8	38.2 fk	7.1 k	14.7	15.8 c	15.7	21.6	18.3	18.2	14.0 cd	17.3

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

Topic 1: Marketplace Dynamics - Channel partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic compared to the prior 12 months.

N=440 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	122	101	55	46	86	39	32	20	38
Percent	37.7%	31.2%	17.0%	14.2%	34.4%	15.6%	12.8%	8.0%	15.2%	14.0%
Optimism rating	122 64.7 18.7 d	99 60.0 18.1	54 62.0 18.5	45 58.0 15.8 a	86 60.6 20.5 C	39 61.8 15.2 C	32 71.4 13.5 ABDE	20 57.8 17.3 C	37 58.1 18.1 Cf	34 66.5 16.9 e

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

Topic 1: Marketplace Dynamics - Channel partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic compared to the prior 12 months.

N=440 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	127	75	41	88	71	42	20	34
Percent	52.3%	30.9%	16.9%	34.5%	27.8%	16.5%	7.8%	13.3%
Optimism rating	126 62.3 18.2	74 61.9 18.6	41 65.3 17.5	88 61.0 19.4	71 65.5 17.4	41 61.4 15.4	20 54.8 16.3	33 67.3 16.6
					d		bE	D

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's purchase volume

N=440	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
Total	254 100.0%	15 5.9%	12 4.7%	3 1.2%	2 0.8%	11 4.3%	40 15.7%	17 6.7%	43 16.9%	35 13.8%	9 3.5%	35 13.8%	32 12.6%
3=Increase	173 47.0%	11 73.3% iK	7 58.3% K	1 33.3%	2 100.0% K	6 54.5% k	27 67.5% IK	6 40.0%	25 58.1% iK	12 34.3% aFhI	4 50.0% k	5 15.2% ABDeFHjL	19 59.4% iK
2=No Change	155 42.1%	3 20.0% K	5 41.7%	1 33.3%	0 0.0%	5 45.5%	9 22.5% giK	8 53.3% f	14 32.6% K	16 45.7% fk	4 50.0%	23 69.7% AFHiL	11 34.4% K
1=Decrease	40 10.9%	1 6.7%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	4 10.0%	1 6.7%	4 9.3%	7 20.0%	0 0.0%	5 15.2%	2 6.3%
Mean	2.4	2.7	2.6	2.0	3.0	2.5	2.6	2.3	2.5	2.1	2.5	2.0	2.5
SD	0.7	0.6 iK	0.5 K	1.0	0.0	0.5 K	0.7 IK	0.6	0.7 iK	0.7 aFhI	0.5 k	0.6 ABEFHjL	0.6 iK

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's purchase volume

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
N=440										
Total	122 37.7%	101 31.2%	55 17.0%	46 14.2%	86 34.4%	39 15.6%	32 12.8%	20 8.0%	38 15.2%	35 14.0%
3=Increase	72 59.5% BD	37 38.1% A	26 50.0%	15 33.3% A	41 48.8%	22 56.4%	20 62.5% e	12 60.0%	13 36.1% c	16 45.7%
2=No Change	40 33.1% bD	47 48.5% a	19 36.5% d	26 57.8% Ac	37 44.0%	13 33.3%	10 31.3%	6 30.0%	17 47.2%	13 37.1%
1=Decrease	9 7.4%	13 13.4%	7 13.5%	4 8.9%	6 7.1%	4 10.3%	2 6.3%	2 10.0%	6 16.7%	6 17.1%
Mean	2.5	2.2	2.4	2.2	2.4	2.5	2.6	2.5	2.2	2.3
SD	0.6 Bd	0.7 A	0.7	0.6 a	0.6	0.7	0.6 e	0.7	0.7 c	0.8

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's purchase volume

N=440	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	127 52.3%	75 30.9%	41 16.9%	88 34.5%	71 27.8%	42 16.5%	20 7.8%	34 13.3%
3=Increase	56 45.5%	42 56.0%	23 56.1%	38 44.7% b	45 63.4% aD	23 56.1% d	5 25.0% Bc	15 45.5%
2=No Change	52 42.3%	23 30.7%	16 39.0%	39 45.9% c	22 31.0% D	11 26.8% aD	13 65.0% BC	13 39.4%
1=Decrease	15 12.2%	10 13.3%	2 4.9%	8 9.4%	4 5.6%	7 17.1%	2 10.0%	5 15.2%
Mean	2.3	2.4	2.5	2.4	2.6	2.4	2.2	2.3
SD	0.7	0.7	0.6	0.6 b	0.6 aDe	0.8	0.6 B	0.7 b

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's price per unit

N=440	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	254 100.0%	15 5.9%	12 4.7%	3 1.2%	2 0.8%	11 4.3%	40 15.7%	17 6.7%	43 16.9%	35 13.8%	9 3.5%	35 13.8%	32 12.6%
3=Increase	64 17.5%	3 20.0% d	2 16.7% d	0 0.0%	2 100.0% abfghKL	3 27.3% 1	10 25.0% dkl	3 21.4% dl	9 20.9% dl	11 31.4% KL	2 25.0% 1	2 6.1% Dfl	1 3.1% DefghIj
2=No Change	210 57.4%	6 40.0% k	4 33.3% kl	2 66.7%	0 0.0% k	7 63.6%	18 45.0% kl	9 64.3%	23 53.5%	18 51.4%	6 75.0%	24 72.7% abdf	22 68.8% bf
1=Decrease	92 25.1%	6 40.0% j	6 50.0% ej	1 33.3%	0 0.0%	1 9.1% b	12 30.0%	2 14.3%	11 25.6%	6 17.1% b	0 0.0% ab	7 21.2%	9 28.1%
Mean	1.9	1.8	1.7	1.7	3.0	2.2	2.0	2.1	2.0	2.1	2.3	1.8	1.8
SD	0.6	0.8	0.8	0.6	0.0	0.6 1	0.7	0.6	0.7	0.7 1	0.5 kl	0.5 j	0.5 ej

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's price per unit

N=440	Economic Sector				Sales Revenue					
	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
	Total	122 37.7%	101 31.2%	55 17.0%	46 14.2%	86 34.4%	39 15.6%	32 12.8%	20 8.0%	38 15.2%
3=Increase	23 19.0%	14 14.4%	9 17.6%	11 24.4%	12 14.5%	6 15.4%	8 25.0%	3 15.0%	9 25.0%	10 28.6%
2=No Change	69 57.0%	56 57.7%	25 49.0%	27 60.0%	52 62.7%	21 53.8%	17 53.1%	11 55.0%	18 50.0%	16 45.7%
1=Decrease	29 24.0%	27 27.8%	17 33.3%	7 15.6%	19 22.9%	12 30.8%	7 21.9%	6 30.0%	9 25.0%	9 25.7%
Mean	2.0	1.9	1.8	2.1	1.9	1.8	2.0	1.9	2.0	2.0
SD	0.7	0.6	0.7	0.6	0.6	0.7	0.7	0.7	0.7	0.7

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's price per unit

N=440	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	127 52.3%	75 30.9%	41 16.9%	88 34.5%	71 27.8%	42 16.5%	20 7.8%	34 13.3%
3=Increase	17 13.9% b	21 28.0% a	9 22.0%	11 12.9% E	14 20.3% e	8 19.5%	2 10.0% e	13 39.4% Abd
2=No Change	71 58.2%	34 45.3%	26 63.4%	52 61.2% e	40 58.0%	20 48.8%	14 70.0% e	13 39.4% ad
1=Decrease	34 27.9%	20 26.7%	6 14.6%	22 25.9%	15 21.7%	13 31.7%	4 20.0%	7 21.2%
Mean	1.9	2.0	2.1	1.9	2.0	1.9	1.9	2.2
SD	0.6	0.7	0.6	0.6 e	0.7	0.7	0.6	0.8 a

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner will buy related products and services

N=440	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	254 100.0%	15 5.9%	12 4.7%	3 1.2%	2 0.8%	11 4.3%	40 15.7%	17 6.7%	43 16.9%	35 13.8%	9 3.5%	35 13.8%	32 12.6%
3=Increase	120 32.8%	6 40.0%	3 25.0%	0 0.0%	0 0.0%	6 54.5% gk	13 32.5%	2 14.3% eh	19 44.2% gK	13 37.1% k	3 37.5%	5 15.2% eHil	13 40.6% k
2=No Change	218 59.6%	7 46.7% g	7 58.3%	2 66.7%	2 100.0%	5 45.5% g	25 62.5%	12 85.7% aeh	23 53.5% gk	20 57.1%	5 62.5%	25 75.8% h	18 56.3%
1=Decrease	28 7.7%	2 13.3%	2 16.7%	1 33.3% ghl	0 0.0%	0 0.0%	2 5.0%	0 0.0% c	1 2.3% c	2 5.7%	0 0.0%	3 9.1%	1 3.1% c
Mean	2.3	2.3	2.1	1.7	2.0	2.5	2.3	2.1	2.4	2.3	2.4	2.1	2.4
SD	0.6	0.7	0.7	0.6 ehl	0.0	0.5 cgK	0.6	0.4 e	0.5 cK	0.6	0.5	0.5 EHI	0.6 ck

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner will buy related products and services

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
N=440										
Total	122 37.7%	101 31.2%	55 17.0%	46 14.2%	86 34.4%	39 15.6%	32 12.8%	20 8.0%	38 15.2%	35 14.0%
3=Increase	49 40.5% B	23 23.7% A	15 29.4%	16 36.4%	24 28.6% cf	13 33.3%	15 48.4% ae	7 35.0%	8 22.2% cf	17 48.6% ae
2=No Change	65 53.7% b	66 68.0% a	31 60.8%	25 56.8%	55 65.5% f	23 59.0%	15 48.4% e	10 50.0%	27 75.0% cf	16 45.7% ae
1=Decrease	7 5.8%	8 8.2%	5 9.8%	3 6.8%	5 6.0%	3 7.7%	1 3.2%	3 15.0%	1 2.8%	2 5.7%
Mean	2.3	2.2	2.2	2.3	2.2	2.3	2.5	2.2	2.2	2.4
SD	0.6 b	0.5 a	0.6	0.6	0.5	0.6	0.6 e	0.7	0.5 c	0.6

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner will buy related products and services

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	127 52.3%	75 30.9%	41 16.9%	88 34.5%	71 27.8%	42 16.5%	20 7.8%	34 13.3%
3=Increase	32 26.2% b	32 42.7% a	17 41.5%	23 27.1% e	29 40.8%	12 30.0%	4 20.0% e	17 51.5% ad
2=No Change	81 66.4% b	37 49.3% a	23 56.1%	58 68.2% be	37 52.1% ad	22 55.0%	16 80.0% be	15 45.5% ad
1=Decrease	9 7.4%	6 8.0%	1 2.4%	4 4.7%	5 7.0%	6 15.0%	0 0.0%	1 3.0%
Mean	2.2	2.3	2.4	2.2	2.3	2.2	2.2	2.5
SD	0.6 c	0.6	0.5 a	0.5 e	0.6	0.7 e	0.4	0.6 ac

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: My firm will sell directly to end customers, not through channel partners

N=440	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	254 100.0%	15 5.9%	12 4.7%	3 1.2%	2 0.8%	11 4.3%	40 15.7%	17 6.7%	43 16.9%	35 13.8%	9 3.5%	35 13.8%	32 12.6%
3=Increase	118 32.1%	4 26.7%	6 50.0%	1 33.3%	1 50.0%	2 18.2%	11 27.5%	3 20.0%	11 25.6%	9 25.7%	1 12.5%	15 45.5%	14 43.8%
2=No Change	220 59.8%	8 53.3%	5 41.7%	2 66.7%	1 50.0%	7 63.6%	26 65.0%	11 73.3%	23 53.5%	25 71.4%	5 62.5%	17 51.5%	18 56.3%
1=Decrease	30 8.2%	3 20.0%	1 8.3%	0 0.0%	0 0.0%	2 18.2%	3 7.5%	1 6.7%	9 20.9%	1 2.9%	2 25.0%	1 3.0%	0 0.0%
		il				1			ikL	ahj	ikL	hj	aeHJ
Mean	2.2	2.1	2.4	2.3	2.5	2.0	2.2	2.1	2.0	2.2	1.9	2.4	2.4
SD	0.6	0.7 1	0.7	0.6	0.7	0.6 kl	0.6	0.5	0.7 kL	0.5	0.6 kl	0.6 ehj	0.5 aeHj

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: My firm will sell directly to end customers, not through channel partners

N=440	Economic Sector				Sales Revenue					
	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
	Total	122 37.7%	101 31.2%	55 17.0%	46 14.2%	86 34.4%	39 15.6%	32 12.8%	20 8.0%	38 15.2%
3=Increase	37 30.6%	34 35.1%	17 32.7%	14 31.1%	26 31.0%	16 41.0% c	5 15.6% b	7 35.0%	12 33.3%	11 31.4%
2=No Change	69 57.0%	57 58.8%	32 61.5%	29 64.4%	50 59.5%	19 48.7%	23 71.9%	10 50.0%	22 61.1%	21 60.0%
1=Decrease	15 12.4%	6 6.2%	3 5.8%	2 4.4%	8 9.5%	4 10.3%	4 12.5%	3 15.0%	2 5.6%	3 8.6%
Mean	2.2	2.3	2.3	2.3	2.2	2.3	2.0	2.2	2.3	2.2
SD	0.6	0.6	0.6	0.5	0.6	0.7	0.5	0.7	0.6	0.6

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: My firm will sell directly to end customers, not through channel partners

N=440	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	127 52.3%	75 30.9%	41 16.9%	88 34.5%	71 27.8%	42 16.5%	20 7.8%	34 13.3%
3=Increase	39 31.7%	23 30.7%	15 36.6%	28 32.9%	22 31.0%	14 34.1%	6 30.0%	10 30.3%
2=No Change	72 58.5%	45 60.0%	21 51.2%	50 58.8%	40 56.3%	23 56.1%	13 65.0%	20 60.6%
1=Decrease	12 9.8%	7 9.3%	5 12.2%	7 8.2%	9 12.7%	4 9.8%	1 5.0%	3 9.1%
Mean	2.2	2.2	2.2	2.2	2.2	2.2	2.3	2.2
SD	0.6	0.6	0.7	0.6	0.6	0.6	0.6	0.6

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's level of power in our relationship

N=440	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
Total	254 100.0%	15 5.9%	12 4.7%	3 1.2%	2 0.8%	11 4.3%	40 15.7%	17 6.7%	43 16.9%	35 13.8%	9 3.5%	35 13.8%	32 12.6%
3=Increase	68 18.5%	4 26.7%	1 8.3%	0 0.0%	0 0.0%	2 18.2%	6 15.0%	1 6.7%	11 25.6%	7 20.0%	2 25.0%	3 9.1%	8 25.0%
2=No Change	223 60.6%	7 46.7%	6 50.0%	2 66.7%	1 50.0%	7 63.6%	25 62.5%	10 66.7%	24 55.8%	21 60.0%	6 75.0%	22 66.7%	17 53.1%
1=Decrease	77 20.9%	4 26.7%	5 41.7%	1 33.3%	1 50.0%	2 18.2%	9 22.5%	4 26.7%	8 18.6%	7 20.0%	0 0.0%	8 24.2%	7 21.9%
Mean	2.0	2.0	1.7	1.7	1.5	2.0	1.9	1.8	2.1	2.0	2.3	1.8	2.0
SD	0.6	0.8	0.7	0.6	0.7	0.6	0.6	0.6	0.7	0.6	0.5	0.6	0.7
			j								b		
			j								b		

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's level of power in our relationship

N=440	Economic Sector				Sales Revenue					
	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
	Total	122 37.7%	101 31.2%	55 17.0%	46 14.2%	86 34.4%	39 15.6%	32 12.8%	20 8.0%	38 15.2%
3=Increase	21 17.4%	21 21.6%	11 21.2%	8 17.8%	8 9.5% bF	10 25.6% a	5 15.6%	4 20.0%	6 16.7%	13 37.1% A
2=No Change	73 60.3%	56 57.7%	28 53.8%	29 64.4%	60 71.4% BF	18 46.2% A	21 65.6%	10 50.0%	19 52.8%	16 45.7% A
1=Decrease	27 22.3%	20 20.6%	13 25.0%	8 17.8%	16 19.0%	11 28.2%	6 18.8%	6 30.0%	11 30.6%	6 17.1%
Mean	2.0	2.0	2.0	2.0	1.9	2.0	2.0	1.9	1.9	2.2
SD	0.6	0.7	0.7	0.6	0.5 f	0.7	0.6	0.7	0.7 f	0.7 ae

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's level of power in our relationship

N=440	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	127 52.3%	75 30.9%	41 16.9%	88 34.5%	71 27.8%	42 16.5%	20 7.8%	34 13.3%
3=Increase	25 20.3%	14 18.7%	6 14.6%	11 12.9% e	15 21.1%	8 19.5%	4 20.0%	10 30.3% a
2=No Change	70 56.9%	44 58.7%	26 63.4%	56 65.9%	43 60.6%	22 53.7%	10 50.0%	16 48.5%
1=Decrease	28 22.8%	17 22.7%	9 22.0%	18 21.2%	13 18.3%	11 26.8%	6 30.0%	7 21.2%
Mean	2.0	2.0	1.9	1.9	2.0	1.9	1.9	2.1
SD	0.7	0.6	0.6	0.6	0.6	0.7	0.7	0.7

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=417 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	417	20	17	3	3	11	48	25	51	41	8
Percent	100.0%	6.4%	5.4%	1.0%	1.0%	3.5%	15.4%	8.0%	16.3%	13.1%	2.6%	15.4%	11.9%
Existing products or services in existing markets	417 53.6 26.8	20 48.8 23.4 c	17 63.8 25.2 df	3 85.0 15.0 aDFgl	3 23.3 2.9 bCij	11 46.4 30.9	48 45.6 24.7 bCi	25 51.2 26.6 c	51 54.6 26.8	41 58.4 26.7 df	8 58.8 25.2 d	48 55.5 27.6	37 52.2 26.8 c
Existing products or services in new markets	417 16.8 15.5	20 16.6 13.4	17 13.5 14.1	3 11.7 16.1	3 21.7 5.8	11 21.8 16.5	48 16.1 12.3	25 16.8 14.3	51 16.2 15.5	41 14.4 13.1	8 18.1 29.8	48 17.5 16.0	37 12.8 13.4
New products or services in existing markets	417 19.5 17.9	20 27.0 20.6 Bk	17 10.1 9.5 AeFgil	3 3.3 5.8 ef	3 23.3 20.8	11 19.1 11.8 bc	48 26.0 18.5 BcK	25 21.6 18.1 b	51 18.6 19.0	41 20.7 19.3 b	8 17.5 15.4	48 16.7 14.9 aFl	37 25.7 23.4 bk
New products or services in new markets	417 10.1 14.7	20 7.7 9.6 D	17 12.5 24.1	3 0.0 0.0	3 31.7 16.1 AeFGhIjkl	11 12.7 9.8 di	48 12.2 12.0 DI	25 10.4 11.6 D	51 10.6 17.4 d	41 6.5 7.4 DeF	8 5.6 5.6 D	48 10.3 16.1 d	37 9.3 17.2 d

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

Topic 2: Firm Growth Strategies

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

N=417 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	149	141	61	66	114	47	42	24	47
Percent	35.7%	33.8%	14.6%	15.8%	36.8%	15.2%	13.5%	7.7%	15.2%	11.6%
Existing products or services in existing markets	149 49.1 25.9 D	141 55.1 27.7	61 52.1 25.6 d	66 62.1 25.8 Ac	114 55.0 28.4	47 52.6 26.4	42 52.4 26.4	24 57.1 23.9	47 53.9 22.1	36 46.8 29.1
Existing products or services in new markets	149 16.7 13.6	141 17.6 16.8	61 15.9 12.8	66 16.4 19.0	114 16.5 17.4	47 16.6 14.6	42 14.2 13.0	24 15.2 11.6	47 17.1 13.6	36 14.9 10.5
New products or services in existing markets	149 22.4 19.1 B	141 16.1 14.1 AC	61 23.1 19.7 B	66 16.8 19.4	114 18.8 20.6	47 20.6 19.4	42 23.7 18.5	24 18.5 15.4	47 21.0 13.3	36 23.7 19.0
New products or services in new markets	149 11.8 14.8 D	141 11.2 18.3 D	61 8.8 9.5 D	66 4.7 6.8 ABC	114 9.7 17.0	47 10.1 13.7	42 9.8 10.4	24 9.2 10.1	47 7.9 8.7 f	36 14.6 19.5 e

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=417 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	159	92	50	112	86	49	22	42
Percent	52.8%	30.6%	16.6%	36.0%	27.7%	15.8%	7.1%	13.5%
Existing products or services in existing markets	159 58.6 26.8 Bc	92 47.4 25.4 A	50 50.0 25.0 a	112 54.9 28.6	86 51.3 26.5	49 58.1 24.5	22 54.3 21.2	42 47.7 26.3
Existing products or services in new markets	159 15.8 16.4	92 16.0 12.5	50 16.2 13.8	112 18.1 17.9	86 14.1 12.8	49 14.9 12.0	22 15.7 13.8	42 15.9 11.4
New products or services in existing markets	159 17.4 18.5 B	92 25.3 18.6 A	50 21.4 17.3	112 17.9 21.1 b	86 23.6 18.4 a	49 18.6 14.7	22 21.1 10.9	42 23.7 18.6
New products or services in new markets	159 8.1 14.6	92 11.4 12.7	50 12.4 17.2	112 9.1 16.7	86 11.0 12.7	49 8.4 8.9	22 8.9 11.3	42 12.7 18.1

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=413 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	413	20	16	3	3	11	48	25	51	41	9
Percent	100.0%	6.4%	5.1%	1.0%	1.0%	3.5%	15.4%	8.0%	16.4%	13.2%	2.9%	15.4%	11.6%
Existing products or services in existing markets	413 46.2 24.6	20 39.0 21.4 bCi	16 57.5 21.1 aDefh	3 78.3 20.2 ADefhijkl	3 18.3 7.6 BCil	11 37.7 24.4 bc	48 41.7 23.3 bci	25 47.8 25.9	51 43.5 24.9 bc	41 53.4 25.1 adf	9 46.3 20.9 c	48 44.9 25.8 c	36 49.4 22.5 cd
Existing products or services in new markets	413 19.2 16.5	20 18.1 14.7	16 18.1 18.0	3 15.0 21.8	3 18.3 7.6	11 26.4 16.7 i	48 17.8 12.4	25 16.3 15.9	51 18.6 14.7	41 13.2 14.0 eK	9 16.1 17.6	48 22.7 17.7 I	36 18.3 15.4
New products or services in existing markets	413 22.9 18.2	20 32.5 20.0 BcK	16 15.8 14.2 Af	3 5.0 8.7 aef	3 28.3 16.1	11 22.3 10.8 c	48 27.5 17.2 bck	25 24.0 15.7	51 24.0 20.7	41 23.7 18.7	9 27.0 20.2	48 19.7 16.0 Af	36 24.2 20.2
New products or services in new markets	413 11.8 14.3	20 10.4 10.8 D	16 8.6 10.0 D	3 1.7 2.9 D	3 35.0 8.7 ABCEFGjK	11 13.6 10.0 D	48 13.0 13.4 D	25 11.8 13.6 D	51 13.9 18.0	41 9.8 12.0 D	9 10.6 15.7 d	48 12.7 13.7 D	36 8.1 8.3 D

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

Topic 2: Firm Growth Strategies

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

N=413 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	145	140	62	65	115	46	41	23	47
Percent	35.2%	34.0%	15.0%	15.8%	37.3%	14.9%	13.3%	7.5%	15.3%	11.7%
Existing products or services in existing markets	145 43.5 22.8 d	140 46.6 24.7	62 45.3 25.1	65 51.7 27.0 a	115 45.5 26.9	46 47.0 24.1	41 46.1 23.3	23 50.5 20.1	47 49.4 20.0	36 42.3 27.0
Existing products or services in new markets	145 18.5 14.7	140 20.3 17.2	62 16.3 12.4	65 21.2 21.5	115 19.8 18.9	46 19.2 13.7	41 16.0 13.5	23 16.5 14.1	47 18.1 12.9	36 17.2 12.2
New products or services in existing markets	145 25.4 17.6 bD	140 20.3 16.7 aC	62 28.0 20.8 BD	65 17.9 18.3 AC	115 22.5 19.9	46 21.0 17.3	41 27.3 20.5	23 21.9 12.3	47 23.7 15.0	36 26.9 18.4
New products or services in new markets	145 12.6 13.4	140 12.8 16.2	62 10.4 11.4	65 9.2 14.5	115 12.1 15.5	46 12.8 15.1	41 10.6 11.7	23 11.1 10.7	47 8.7 8.3 f	36 13.6 13.6 e

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=413 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	156	92	51	111	86	48	22	42
Percent	52.2%	30.8%	17.1%	35.9%	27.8%	15.5%	7.1%	13.6%
Existing products or services in existing markets	156 51.8 24.8 Bc	92 40.9 23.8 A	51 42.4 21.8 a	111 46.4 27.3	86 43.4 23.6 c	48 52.2 21.6 b	22 48.0 17.5	42 44.5 24.2
Existing products or services in new markets	156 19.3 16.4	92 17.8 14.5	51 16.3 14.3	111 20.7 18.7	86 16.5 13.7	48 16.9 13.5	22 18.9 12.9	42 17.0 11.9
New products or services in existing markets	156 19.7 18.3 BC	92 27.1 16.4 A	51 28.1 18.8 A	111 21.1 20.4 b	86 27.1 18.4 a	48 21.8 14.3	22 23.1 13.5	42 26.8 17.5
New products or services in new markets	156 9.2 12.8 B	92 14.2 13.7 A	51 13.2 14.0	111 11.8 16.3	86 13.0 12.9	48 9.1 8.2	22 10.0 10.9	42 11.8 12.4

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=428 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	428	20	18	3	3	11	48	26	52	42	10
Percent	100.0%	6.3%	5.6%	0.9%	0.9%	3.4%	15.0%	8.1%	16.3%	13.1%	3.1%	15.3%	11.9%
Growth from your firm internally	428 69.5 27.8	20 75.8 25.5	18 75.0 28.2	3 83.3 28.9	3 73.3 25.2	11 56.1 32.1	48 70.5 22.9	26 78.1 30.0	52 67.3 27.1	42 72.9 27.0	10 55.0 33.2	49 69.5 30.5	38 61.6 29.7
Growth from acquisitions	428 10.8 17.9	20 8.1 10.4 e	18 6.9 13.5 e	3 0.0 0.0	3 0.0 0.0	11 23.6 23.8 abfK	48 9.8 18.0 e	26 10.8 23.4	52 11.8 18.1	42 14.5 20.6	10 9.0 17.3	49 8.6 15.0 E	38 12.5 17.9
Growth from partnerships	428 13.9 18.8	20 11.9 19.7	18 12.2 19.4	3 16.7 28.9	3 26.7 25.2	11 13.2 9.8	48 15.1 16.6	26 8.5 16.7 j	52 13.7 13.3	42 10.3 17.8	10 23.0 19.5 g	49 18.1 25.0	38 14.5 21.0
Growth from licensing arrangements	428 5.8 12.1	20 4.3 8.8	18 5.8 11.3	3 0.0 0.0	3 0.0 0.0	11 7.0 9.7 i	48 4.6 7.4 l	26 2.7 8.3 l	52 7.2 11.3 i	42 2.3 5.4 ehjL	10 13.0 30.9 i	49 3.8 9.0 l	38 11.4 20.2 fglk

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=428 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	151	146	62	68	118	49	42	24	46
Percent	35.4%	34.2%	14.5%	15.9%	37.3%	15.5%	13.3%	7.6%	14.6%	11.7%
Growth from your firm internally	151 68.7 25.0	146 70.6 28.9	62 70.9 26.8	68 67.4 32.1	118 70.7 30.3	49 65.4 32.4	42 74.6 21.8	24 70.4 23.4	46 68.4 26.1	37 65.9 26.9
Growth from acquisitions	151 11.8 17.7	146 10.5 18.4	62 9.8 17.8	68 10.1 17.7	118 5.1 13.8 BcDEF	49 14.4 25.0 A	42 11.5 17.0 a	24 15.4 14.4 A	46 15.7 16.5 A	37 17.8 20.5 A
Growth from partnerships	151 13.6 14.9	146 14.1 21.1	62 12.1 15.0	68 15.9 24.2	118 18.3 24.4 ce	49 14.6 20.7	42 9.0 9.6 a	24 11.0 13.9	46 10.6 11.6 a	37 11.7 11.5
Growth from licensing arrangements	151 5.8 9.8	146 4.8 12.0	62 7.2 10.8	68 6.6 17.3	118 5.8 14.0	49 5.6 15.5	42 4.9 7.4	24 3.1 5.3	46 5.4 9.6	37 4.6 7.5

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=428 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	164	92	51	118	87	50	21	43
Percent	53.4%	30.0%	16.6%	37.0%	27.3%	15.7%	6.6%	13.5%
Growth from your firm internally	164 71.9 27.1	92 68.2 27.7	51 66.0 28.9	118 69.9 31.0	87 69.6 26.9	50 68.4 22.5	21 63.3 28.5	43 70.6 27.5
Growth from acquisitions	164 9.7 16.1	92 13.4 20.0	51 9.9 16.6	118 3.9 12.8 BCDE	87 14.3 21.4 A	50 17.4 17.1 A	21 15.9 16.7 A	43 15.0 19.5 A
Growth from partnerships	164 13.4 18.7	92 13.5 18.4	51 17.5 19.9	118 19.7 25.1 BCe	87 11.2 14.3 A	50 9.9 10.7 A	21 13.7 16.9	43 10.1 10.0 a
Growth from licensing arrangements	164 5.1 12.2	92 4.8 8.4	51 6.6 15.3	118 6.5 14.6	87 4.9 12.4	50 4.3 7.6	21 7.1 10.1	43 4.3 8.8

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

Topic 3: Marketing Spending

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

N=574 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	574	20	18	3	3	11	49	26	53	43	10
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
Overall marketing spending	292 9.2 37.0	17 6.1 8.5 C	12 6.5 12.1 C	2 -47.0 67.9 ABFGHljk	2 0.5 3.5	11 16.8 63.3	40 6.3 18.8 C	23 1.0 15.0 C	41 19.0 42.3 ci	37 2.1 14.3 Ch	10 4.2 7.4 c	36 6.4 30.6 c	37 13.4 54.2
Internet marketing spending	276 13.6 37.3	16 16.0 13.1 Cik	12 11.7 18.1 c	2 -45.0 63.6 AbeGHIjKl	2 0.5 0.7	10 5.8 15.6 c	36 27.1 84.5 C	24 14.4 21.6 C	39 19.1 30.2 Ck	34 8.2 10.8 aC	9 6.8 7.0 c	33 7.5 10.2 aCh	34 10.0 30.8 c
Traditional advertising spending	252 -0.6 25.2	14 -1.4 10.6 C	10 -6.2 10.7 ce	2 -50.0 70.7 AbeFjKL	2 -1.0 1.4	11 2.6 8.4 bc	34 -1.0 25.2 c	20 -9.4 21.5 k	33 7.9 46.9 C	35 -0.3 15.0 C	10 0.1 5.6 c	29 4.0 17.1 Cg	31 -1.8 10.1 C
Brand building	244 8.3 23.9	14 5.9 6.9 C	8 8.4 9.1 c	2 -50.0 70.7 AbeFGhIKL	2 0.5 3.5	11 6.2 23.3 c	30 5.8 13.9 C	19 5.3 13.7 C	36 15.6 39.4 c	31 5.4 15.6 C	9 15.6 32.2 C	30 8.3 17.6 C	33 10.3 25.1 C
Customer relationship management	254 8.3 19.0	15 8.0 12.9 C	10 11.3 14.1 cAbeFGHjKL	2 -49.5 71.4	2 1.5 2.1	11 9.7 15.2 c	34 5.7 10.2 C	19 5.6 5.0 C	33 9.8 24.2 C	31 5.0 8.3 C	8 8.0 17.1 c	32 12.5 24.0 C	32 8.0 15.3 C
New product introductions	235 9.2 17.9	14 13.4 13.5 Cik	10 6.0 7.6 cAbeFGHIKL	2 -50.0 70.7	2 5.0 7.1	11 12.1 15.7 c	36 10.1 14.2 C	16 9.4 12.3 C	36 12.6 24.4 C	29 6.1 6.6 aC	7 8.3 18.5	28 5.5 8.3 aC	28 14.0 24.3 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 in each area.

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	153	151	63	69	121	50	43	25	47
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
Overall marketing spending	103 11.3 36.8	90 14.1 45.2 d	44 3.6 37.5	52 1.3 13.7 b	99 14.4 48.3	41 9.6 24.6	39 3.4 6.4	23 -1.0 22.3	36 6.0 24.9	31 1.1 13.5
Internet marketing spending	97 19.2 54.7	88 12.9 23.7	42 9.6 29.7	45 7.4 9.9	95 11.8 28.7	37 29.1 83.0	39 10.1 17.9	21 12.0 12.9 f	33 11.9 19.0	27 5.1 7.2 d
Traditional advertising spending	87 -1.4 26.8	76 4.8 28.8 c	39 -5.7 21.2 b	47 -3.9 17.7	83 1.2 32.2	38 -2.8 23.2	37 -4.8 17.6	18 4.1 24.9	31 2.3 16.6	25 -2.9 11.6
Brand building	86 7.2 18.0	77 13.2 31.0	36 4.8 24.4	42 5.0 18.9	86 11.5 31.4	36 10.6 20.7 f	33 5.2 18.1	15 5.8 8.4	30 8.0 21.3	27 -0.4 10.8 b
Customer relationship management	88 7.2 16.5	86 11.9 23.2	33 4.4 22.6	44 6.5 9.3	90 7.9 20.6	36 9.3 18.8	36 5.6 9.3	14 5.3 6.6	29 11.0 24.2	27 4.1 5.4
New product introductions	92 12.3 20.7	66 7.4 13.6	38 8.8 22.2	37 5.8 10.4	81 8.8 22.5	34 13.9 21.6	30 9.5 13.0	20 7.2 6.1	25 6.0 6.5	31 8.1 15.0

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

Topic 3: Marketing Spending

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

N=574 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
Overall marketing spending	133 8.2 37.1	83 8.7 31.8	43 4.9 24.6	91 15.4 50.4	78 8.3 20.2 d	43 1.2 23.9	19 -3.2 14.2 b	37 3.1 9.4
Internet marketing spending	123 14.9 49.9	80 13.4 18.7	42 8.8 24.6	89 12.1 29.5	75 18.5 59.4	38 15.1 23.8	18 6.3 8.0	33 7.9 8.0
Traditional advertising spending	115 -2.7 21.3	74 1.4 30.5	37 2.3 23.1	76 0.3 34.5	71 -1.0 21.3	35 -0.5 20.8	17 -4.9 13.2	32 0.3 6.8
Brand building	111 6.9 22.4	70 8.0 26.3	38 10.0 21.3	77 13.8 34.4	70 7.6 16.8	33 5.1 18.9	15 0.8 15.8	32 3.0 7.0
Customer relationship management	114 7.9 22.1	70 5.6 8.6	40 8.5 11.7	82 9.9 23.6	72 7.0 14.7	30 5.4 15.3	15 6.9 8.2	32 5.6 9.5
New product introductions	103 9.9 23.2	71 7.0 8.0	38 11.3 15.3	76 9.7 25.0	64 11.3 15.1	33 6.9 5.9	16 6.5 6.8	30 7.4 15.0

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

Topic 3: Marketing Spending

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

N=574 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		New service introductions	224 7.7 18.0	10 4.8 18.0 c	8 4.4 5.0 c	2 -50.0 70.7 abeFGHjKL	2 5.5 6.4	11 11.5 16.0 c	27 6.0 12.2 C	17 7.4 11.8 C	32 9.4 20.5 C	28 5.1 7.3 C	9 9.0 16.7 c
Marketing (non-sales) hires	237 5.3 21.1	14 4.0 8.1	9 3.0 4.3	2 0.0 0.0	2 0.0 0.0	10 6.5 36.8	33 3.8 17.6	15 -0.1 7.2	35 13.5 35.9 i	30 -1.6 19.8 h	9 0.1 4.3	28 3.7 10.3	31 8.0 21.2
Integrating what we know about marketing	205 8.9 26.2	11 2.2 4.6 b	8 15.8 16.5 afgl	2 0.0 0.0	1 0.0 ---	9 10.4 24.7	25 5.1 8.2 b	15 5.1 7.0 b	30 13.5 25.0 i	26 3.1 4.7 Bh	7 44.3 113.0	25 9.7 19.6	29 7.0 18.4
Developing knowledge about how to do marketing	219 6.6 19.7	11 3.5 3.8	10 18.3 29.6 fi	2 0.0 0.0	1 0.0 ---	9 -4.6 29.3	30 5.2 11.4 b	14 7.2 10.4	31 13.2 22.9 i	28 -0.5 20.1 bh	8 0.8 4.9	28 11.0 25.1	30 5.4 18.5
Marketing training	218 3.6 13.7	15 4.6 7.9	8 4.0 6.8	2 0.0 0.0	1 0.0 ---	9 12.2 33.0	32 2.7 10.8	14 5.6 7.1	32 4.3 7.1 i	28 -3.5 19.7 h	7 1.4 1.8	25 6.9 18.4	28 3.3 10.2
Marketing research and intelligence	235 5.6 19.5	14 3.4 4.4	9 7.3 10.6	2 0.0 0.0	1 0.0 ---	10 14.8 31.1	33 2.8 9.2	15 3.7 5.7	37 10.9 22.6 i	29 -1.3 27.0 h	8 7.3 8.1	28 7.8 17.3	30 5.4 28.4
Marketing consulting services	219 4.6 28.0	12 0.3 8.0	9 -1.6 7.1 j	2 0.0 0.0	1 1.0 ---	9 -6.9 37.4	31 0.2 6.7 h	15 1.6 3.7	31 13.2 32.1 fi	28 0.3 6.2 h	8 4.6 3.9 b	26 4.8 17.8	29 2.6 28.0

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

Topic 3: Marketing Spending

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

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
New service introductions	75 6.0 13.0 b	76 12.9 22.3 ac	31 1.1 21.1 b	39 6.7 11.8	82 7.7 19.3	32 11.4 21.1	32 5.9 13.0	14 3.1 4.3	23 3.1 5.9	25 7.6 11.7
Marketing (non-sales) hires	87 7.9 21.3 d	76 6.3 22.8	32 3.8 18.4	40 -0.9 19.3 a	78 8.8 24.7	33 6.9 31.9	34 1.4 6.4	17 1.6 3.4	31 4.2 13.5	26 -1.8 20.7
Integrating what we know about marketing	71 6.2 13.3	66 11.5 22.7	31 7.0 13.8	35 11.5 50.4	73 10.6 19.1 c	27 19.0 59.4	31 3.3 3.9 a	13 2.6 6.7	24 8.1 21.3	22 3.3 6.4
Developing knowledge about how to do marketing	78 7.2 14.1 D	71 12.0 25.2 D	30 3.8 8.7	38 -2.2 21.5 AB	77 10.7 25.1 f	32 6.9 14.6	30 2.6 6.4	14 2.2 6.3	26 7.6 19.4	25 -1.6 21.5 a
Marketing training	81 3.4 8.0 d	66 5.2 13.8 d	32 6.7 18.3	37 -1.4 17.8 ab	72 7.2 17.7 f	31 2.8 4.5	30 1.5 5.0	17 0.4 5.7	26 4.3 10.2	27 -2.3 20.5 a
Marketing research and intelligence	87 6.9 13.8	73 8.2 19.7	35 3.1 24.9	38 0.6 24.2	75 7.1 26.5	33 10.5 18.5 cf	32 2.9 5.6 b	20 4.7 5.7	28 7.3 19.0	28 -1.0 20.5 b
Marketing consulting services	78 4.5 17.1	69 10.8 41.8	32 -1.0 21.3	38 -1.6 16.8	71 4.5 29.0	35 4.4 18.1	33 2.1 4.5 d	15 -1.3 7.1 c	24 1.3 4.4	24 1.9 18.9

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

Topic 3: Marketing Spending

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

N=574 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
New service introductions	101 8.4 21.3	62 4.7 6.4	38 7.4 10.7	76 8.9 22.4	63 7.9 13.8	29 3.8 5.4	13 4.5 7.8	26 5.9 11.0
Marketing (non-sales) hires	111 6.3 24.1	65 4.6 17.8	36 1.2 20.2	75 10.3 27.4	65 3.6 20.4	33 2.8 9.6	15 -4.3 27.0	31 2.3 8.9
Integrating what we know about marketing	95 7.1 17.7	53 5.1 11.4	35 17.3 50.5	67 12.0 22.4	57 10.0 39.7	29 5.8 18.4	12 5.3 13.3	23 3.9 5.9
Developing knowledge about how to do marketing	100 6.3 20.5	59 4.4 8.0	37 7.6 26.2	74 11.6 26.5	58 4.5 7.8	30 5.4 18.0	15 -3.1 27.9	25 3.0 6.8
Marketing training	93 2.7 9.9	67 4.1 13.9	35 3.3 20.6	67 7.6 18.0 bd	59 2.3 6.2 a	33 2.5 9.0	15 -5.0 26.6 a	27 2.0 6.7
Marketing research and intelligence	103 8.0 17.7	69 4.0 18.0	38 0.9 25.4	71 10.2 26.9	61 5.3 8.0 d	37 3.6 22.7	15 -3.6 27.2 b	31 3.6 7.3
Marketing consulting services	97 4.2 22.6	64 2.8 15.4	35 0.4 21.9	68 6.6 31.6	64 1.5 6.5	30 -0.1 6.2	13 1.0 4.5	25 1.5 18.6

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

Topic 3: Marketing Spending

Expected change in spending for: Overall marketing spending

N=574	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	186 63.7%	14 82.4%	9 75.0%	1 50.0%	1 50.0%	6 54.5%	22 55.0%	14 60.9%	30 73.2%	24 64.9%	6 60.0%	21 58.3%	24 64.9%
0=Zero	50 17.1%	0 0.0% efgl	2 16.7%	0 0.0%	0 0.0%	3 27.3% a	10 25.0% a	5 21.7% a	5 12.2%	5 13.5%	2 20.0%	3 8.3% 1	10 27.0% ak
-1=Negative	56 19.2%	3 17.6%	1 8.3%	1 50.0%	1 50.0%	2 18.2%	8 20.0%	4 17.4%	6 14.6%	8 21.6%	2 20.0%	12 33.3% L	3 8.1% K
Mean	0.4	0.6	0.7	0.0	0.0	0.4	0.4	0.4	0.6	0.4	0.4	0.3	0.6
SD	0.8	0.8	0.7	1.4	1.4	0.8	0.8	0.8	0.7	0.8	0.8	0.9	0.6

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

Topic 3: Marketing Spending

Expected change in spending for: Overall marketing spending

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
1=Positive	72 69.9%	53 58.9%	27 61.4%	32 61.5%	68 68.7%	29 70.7%	21 53.8%	15 65.2%	20 55.6%	19 61.3%
0=Zero	15 14.6%	16 17.8%	6 13.6%	12 23.1%	13 13.1%	6 14.6%	16 41.0%	4 17.4%	2 5.6%	4 12.9%
					C	C	ABEf		C	c
-1=Negative	16 15.5%	21 23.3%	11 25.0%	8 15.4%	18 18.2%	6 14.6%	2 5.1%	4 17.4%	14 38.9%	8 25.8%
					e	e	Ef		abC	c
Mean	0.5	0.4	0.4	0.5	0.5	0.6	0.5	0.5	0.2	0.4
SD	0.8	0.8	0.9	0.8	0.8	0.7	0.6	0.8	1.0	0.9
					e	e			ab	

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

Topic 3: Marketing Spending

Expected change in spending for: Overall marketing spending

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	82 61.7%	56 67.5%	27 62.8%	61 67.0%	52 66.7%	23 53.5%	9 47.4%	25 67.6%
0=Zero	24 18.0%	13 15.7%	7 16.3%	14 15.4%	15 19.2%	9 20.9%	2 10.5%	5 13.5%
-1=Negative	27 20.3%	14 16.9%	9 20.9%	16 17.6% d	11 14.1% D	11 25.6%	8 42.1% aB	7 18.9%
Mean	0.4	0.5	0.4	0.5	0.5	0.3	0.1	0.5
SD	0.8	0.8	0.8	0.8 d	0.7 d	0.9	1.0 ab	0.8

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

Topic 3: Marketing Spending

Expected change in spending for: Internet marketing spending

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	220 79.7%	16 100.0% bCdEikl	9 75.0% a	0 0.0% AFGHil	1 50.0% a	4 40.0% AFGHI	32 88.9% CE	21 87.5% CE	36 92.3% CEik	25 73.5% ach	7 77.8%	23 69.7% ah	26 76.5% ace
0=Zero	48 17.4%	0 0.0% cdEik	2 16.7% e	1 50.0% ah	1 50.0% ah	6 60.0% AbFGHil	4 11.1% E	2 8.3% E	2 5.1% cdEik	8 23.5% ach	2 22.2%	9 27.3% ah	6 17.6% e
-1=Negative	8 2.9%	0 0.0% c	1 8.3%	1 50.0% aeFgHIKl	0 0.0%	0 0.0% c	0 0.0% C	1 4.2% c	1 2.6% C	1 2.9% C	0 0.0%	1 3.0% C	2 5.9% c
Mean	0.8	1.0	0.7	-0.5	0.5	0.4	0.9	0.8	0.9	0.7	0.8	0.7	0.7
SD	0.5	0.0	0.7 c	0.7 bFGHIJKL	0.7	0.5 FgH	0.3 CEK	0.5 Ce	0.4 CEK	0.5 C	0.4 C	0.5 Cfh	0.6 C

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

Topic 3: Marketing Spending

Expected change in spending for: Internet marketing spending

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
1=Positive	80 82.5%	66 75.0% c	38 90.5% b	34 75.6%	69 72.6% bd	33 89.2% a	29 74.4%	20 95.2% a	29 87.9%	21 77.8%
0=Zero	15 15.5% c	21 23.9% C	1 2.4% aBd	9 20.0% c	21 22.1%	4 10.8%	9 23.1%	1 4.8%	3 9.1%	5 18.5%
-1=Negative	2 2.1%	1 1.1%	3 7.1%	2 4.4%	5 5.3%	0 0.0%	1 2.6%	0 0.0%	1 3.0%	1 3.7%
Mean	0.8	0.7	0.8	0.7	0.7	0.9	0.7	1.0	0.8	0.7
SD	0.4	0.5	0.5	0.5	0.6 bd	0.3 a	0.5 d	0.2 ac	0.4	0.5

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

Topic 3: Marketing Spending

Expected change in spending for: Internet marketing spending

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=574								
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	90 73.2% B	72 90.0% A	35 83.3%	64 71.9% ce	61 81.3%	34 89.5% a	13 72.2%	30 90.9% a
0=Zero	29 23.6% B	7 8.8% A	4 9.5%	20 22.5%	13 17.3%	4 10.5%	3 16.7%	3 9.1%
-1=Negative	4 3.3%	1 1.3%	3 7.1%	5 5.6%	1 1.3% d	0 0.0% d	2 11.1% bc	0 0.0%
Mean	0.7	0.9	0.8	0.7	0.8	0.9	0.6	0.9
SD	0.5 B	0.4 A	0.6	0.6 ce	0.4	0.3 ad	0.7 ce	0.3 ad

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

Topic 3: Marketing Spending

Expected change in spending for: Traditional advertising spending

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	73 29.0%	5 35.7%	1 10.0%	0 0.0%	0 0.0%	4 36.4%	9 26.5%	6 30.0%	11 33.3%	13 37.1%	3 30.0%	9 31.0%	7 22.6%
0=Zero	97 38.5%	2 14.3%	4 40.0%	1 50.0%	1 50.0%	5 45.5%	14 41.2%	6 30.0%	12 36.4%	11 31.4%	3 30.0%	13 44.8%	16 51.6% a
-1=Negative	82 32.5%	7 50.0%	5 50.0%	1 50.0%	1 50.0%	2 18.2%	11 32.4%	8 40.0%	10 30.3%	11 31.4%	4 40.0%	7 24.1%	8 25.8%
Mean	0.0	-0.1	-0.4	-0.5	-0.5	0.2	-0.1	-0.1	0.0	0.1	-0.1	0.1	0.0
SD	0.8	0.9	0.7	0.7	0.7	0.8	0.8	0.9	0.8	0.8	0.9	0.8	0.7

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

Topic 3: Marketing Spending

Expected change in spending for: Traditional advertising spending

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
1=Positive	19 21.8% c	22 28.9%	17 43.6% a	13 27.7%	29 34.9%	7 18.4%	9 24.3%	6 33.3%	11 35.5%	7 28.0%
0=Zero	38 43.7% C	37 48.7% C	6 15.4% AB	15 31.9%	33 39.8%	17 44.7% f	16 43.2%	5 27.8%	11 35.5%	5 20.0% b
-1=Negative	30 34.5%	17 22.4% cd	16 41.0% b	19 40.4% b	21 25.3% f	14 36.8%	12 32.4%	7 38.9%	9 29.0%	13 52.0% a
Mean	-0.1	0.1	0.0	-0.1	0.1	-0.2	-0.1	-0.1	0.1	-0.2
SD	0.7	0.7	0.9	0.8	0.8	0.7	0.8	0.9	0.8	0.9

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

Topic 3: Marketing Spending

Expected change in spending for: Traditional advertising spending

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=574								
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	25 21.7% b	28 37.8% a	14 37.8%	23 30.3%	19 26.8%	9 25.7%	3 17.6%	14 43.8%
0=Zero	51 44.3% b	22 29.7% a	10 27.0%	33 43.4% E	28 39.4% e	13 37.1%	6 35.3%	5 15.6% Ab
-1=Negative	39 33.9%	24 32.4%	13 35.1%	20 26.3%	24 33.8%	13 37.1%	8 47.1%	13 40.6%
Mean	-0.1	0.1	0.0	0.0	-0.1	-0.1	-0.3	0.0
SD	0.7	0.8	0.9	0.8	0.8	0.8	0.8	0.9

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

Topic 3: Marketing Spending

Expected change in spending for: Brand building

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	148 60.7%	13 92.9% CEfijkl	6 75.0%	0 0.0% Ah	1 50.0%	4 36.4% Ah	15 50.0% A	13 68.4%	26 72.2% ce	18 58.1% a	5 55.6% a	16 53.3% a	21 63.6% a
0=Zero	82 33.6%	0 0.0% cEFgijKL	1 12.5%	1 50.0% a	0 0.0%	6 54.5% Ah	14 46.7% Ah	5 26.3% a	8 22.2% efk	9 29.0% a	4 44.4% a	14 46.7% Ah	11 33.3% a
-1=Negative	14 5.7%	1 7.1%	1 12.5%	1 50.0% fhKL	1 50.0% fhKL	1 9.1%	1 3.3% cd	1 5.3%	2 5.6% cd	4 12.9% k	0 0.0%	0 0.0% CDi	1 3.0% CD
Mean	0.5	0.9	0.6	-0.5	0.0	0.3	0.5	0.6	0.7	0.5	0.6	0.5	0.6
SD	0.6	0.5 Cef	0.7	0.7 AfgHijkl	1.4	0.6 a	0.6 ac	0.6 c	0.6 C	0.7	0.5 c	0.5 c	0.6 c

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

Topic 3: Marketing Spending

Expected change in spending for: Brand building

N=574

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
1=Positive	54 62.8%	47 61.0%	24 66.7%	21 50.0%	57 66.3%	21 58.3%	16 48.5%	11 73.3%	19 63.3%	15 55.6%
0=Zero	28 32.6%	26 33.8%	10 27.8%	17 40.5%	25 29.1%	15 41.7%	14 42.4%	3 20.0%	8 26.7%	9 33.3%
-1=Negative	4 4.7%	4 5.2%	2 5.6%	4 9.5%	4 4.7%	0 0.0%	3 9.1%	1 6.7%	3 10.0%	3 11.1%
Mean	0.6	0.6	0.6	0.4	0.6	0.6	0.4	0.7	0.5	0.4
SD	0.6	0.6	0.6	0.7	0.6	0.5	0.7	0.6	0.7	0.7

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

Topic 3: Marketing Spending

Expected change in spending for: Brand building

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	60 54.1% c	45 64.3%	29 76.3% a	55 71.4% b	37 52.9% a	20 60.6%	8 53.3%	19 59.4%
0=Zero	45 40.5% C	20 28.6%	6 15.8% A	19 24.7% b	31 44.3% a	9 27.3%	5 33.3%	10 31.3%
-1=Negative	6 5.4%	5 7.1%	3 7.9%	3 3.9%	2 2.9%	4 12.1%	2 13.3%	3 9.4%
Mean	0.5	0.6	0.7	0.7	0.5	0.5	0.4	0.5
SD	0.6	0.6	0.6	0.5	0.6	0.7	0.7	0.7

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

Topic 3: Marketing Spending

Expected change in spending for: Customer relationship management

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	166 65.4%	9 60.0%	9 90.0%	1 50.0%	1 50.0%	8 72.7%	19 55.9%	14 73.7%	21 63.6%	20 64.5%	5 62.5%	21 65.6%	20 62.5%
0=Zero	84 33.1%	6 40.0%	1 10.0%	0 0.0%	1 50.0%	3 27.3%	15 44.1%	5 26.3%	11 33.3%	9 29.0%	3 37.5%	11 34.4%	12 37.5%
-1=Negative	4 1.6%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.0%	2 6.5%	0 0.0%	0 0.0%	0 0.0%
		c	c	abeFGHiKL		c	C	C	C	c		C	C
Mean	0.6	0.6	0.9	0.0	0.5	0.7	0.6	0.7	0.6	0.6	0.6	0.7	0.6
SD	0.5	0.5	0.3	1.4	0.7	0.5	0.5	0.5	0.6	0.6	0.5	0.5	0.5

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

Topic 3: Marketing Spending

Expected change in spending for: Customer relationship management

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
1=Positive	57 64.8%	55 64.0%	21 63.6%	32 72.7%	61 67.8%	23 63.9%	21 58.3%	11 78.6%	17 58.6%	17 63.0%
0=Zero	29 33.0%	31 36.0%	11 33.3%	11 25.0%	25 27.8%	13 36.1%	15 41.7%	3 21.4%	12 41.4%	10 37.0%
-1=Negative	2 2.3%	0 0.0%	1 3.0%	1 2.3%	4 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.6	0.6	0.6	0.7	0.6	0.6	0.6	0.8	0.6	0.6
SD	0.5	0.5	0.6	0.5	0.6	0.5	0.5	0.4	0.5	0.5

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

Topic 3: Marketing Spending

Expected change in spending for: Customer relationship management

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	71 62.3%	42 60.0%	30 75.0%	60 73.2% C	43 59.7%	14 46.7% A	11 73.3%	22 68.8%
0=Zero	40 35.1%	27 38.6%	10 25.0%	19 23.2% bC	29 40.3% a	15 50.0% A	4 26.7%	10 31.3%
-1=Negative	3 2.6%	1 1.4%	0 0.0%	3 3.7%	0 0.0%	1 3.3%	0 0.0%	0 0.0%
Mean	0.6	0.6	0.8	0.7	0.6	0.4	0.7	0.7
SD	0.5	0.5	0.4	0.5 c	0.5	0.6 a	0.5	0.5

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

Topic 3: Marketing Spending

Expected change in spending for: New product introductions

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	167 71.1%	12 85.7% ck	8 80.0%	0 0.0% aFghi	1 50.0%	8 72.7%	31 86.1% CjK	12 75.0% c	29 80.6% cjk	21 72.4% c	3 42.9% fh	14 50.0% aFh	19 67.9%
0=Zero	63 26.8%	2 14.3% k	2 20.0%	1 50.0%	1 50.0%	3 27.3%	5 13.9% jK	4 25.0%	4 11.1% JK	8 27.6%	4 57.1% fH	14 50.0% aFH	8 28.6%
-1=Negative	5 2.1%	0 0.0% c	0 0.0% c	1 50.0% abeFgIKl	0 0.0%	0 0.0% c	0 0.0% C	0 0.0% c	3 8.3%	0 0.0% C	0 0.0%	0 0.0% C	1 3.6% c
Mean	0.7	0.9	0.8	-0.5	0.5	0.7	0.9	0.8	0.7	0.7	0.4	0.5	0.6
SD	0.5	0.4 Cjk	0.4 C	0.7 ABEFGHIKl	0.7	0.5 C	0.4 CjK	0.4 C	0.6 C	0.5 C	0.5 aF	0.5 acF	0.6 C

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

Topic 3: Marketing Spending

Expected change in spending for: New product introductions

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
1=Positive	70 76.1% cD	43 65.2% C	35 92.1% aBD	19 51.4% AC	51 63.0% f	25 73.5%	22 73.3%	17 85.0%	18 72.0%	26 83.9% a
0=Zero	19 20.7% bcD	23 34.8% aC	1 2.6% aBD	18 48.6% AC	26 32.1% f	9 26.5%	8 26.7%	3 15.0%	7 28.0%	4 12.9% a
-1=Negative	3 3.3%	0 0.0%	2 5.3%	0 0.0%	4 4.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.2%
Mean	0.7	0.7	0.9	0.5	0.6	0.7	0.7	0.9	0.7	0.8
SD	0.5 d	0.5 c	0.5 bD	0.5 aC	0.6	0.4	0.4	0.4	0.5	0.5

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

Topic 3: Marketing Spending

Expected change in spending for: New product introductions

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=574								
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	67 65.0% b	58 81.7% a	28 73.7%	48 63.2% e	47 73.4%	27 81.8%	12 75.0%	25 83.3% a
0=Zero	34 33.0% b	11 15.5% a	9 23.7%	24 31.6%	17 26.6%	6 18.2%	4 25.0%	4 13.3%
-1=Negative	2 1.9%	2 2.8%	1 2.6%	4 5.3%	0 0.0%	0 0.0%	0 0.0%	1 3.3%
Mean	0.6	0.8	0.7	0.6	0.7	0.8	0.8	0.8
SD	0.5 b	0.5 a	0.5	0.6 c	0.4	0.4 a	0.4	0.5

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

Topic 3: Marketing Spending

Expected change in spending for: New service introductions

N=574	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	123 54.9%	4 40.0%	4 50.0%	0 0.0%	2 100.0%	8 72.7%	12 44.4%	11 64.7%	19 59.4%	15 53.6%	6 66.7%	21 65.6%	11 40.7%
0=Zero	94 42.0%	5 50.0%	4 50.0%	1 50.0%	0 0.0%	3 27.3%	14 51.9%	6 35.3%	11 34.4%	13 46.4%	2 22.2%	11 34.4%	15 55.6%
-1=Negative	7 3.1%	1 10.0%	0 0.0%	1 50.0% efGhIKl	0 0.0%	0 0.0%	1 3.7% c	0 0.0%	2 6.3% c	0 0.0%	1 11.1%	0 0.0% C	1 3.7% c
Mean	0.5	0.3	0.5	-0.5	1.0	0.7	0.4	0.6	0.5	0.5	0.6	0.7	0.4
SD	0.6	0.7	0.5	0.7 EfGhiKl	0.0	0.5 C	0.6 c	0.5 C	0.6 c	0.5 c	0.7	0.5 Cl	0.6 ck

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

Topic 3: Marketing Spending

Expected change in spending for: New service introductions

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
1=Positive	34 45.3% B	56 73.7% ACD	13 41.9% B	19 48.7% B	48 58.5%	20 62.5%	13 40.6% f	6 42.9%	9 39.1% f	18 72.0% ce
0=Zero	38 50.7% B	20 26.3% Acd	15 48.4% b	19 48.7% b	31 37.8% c	12 37.5%	19 59.4% aF	7 50.0%	13 56.5% f	5 20.0% Ce
-1=Negative	3 4.0%	0 0.0% C	3 9.7% B	1 2.6%	3 3.7%	0 0.0%	0 0.0%	1 7.1%	1 4.3%	2 8.0%
Mean	0.4	0.7	0.3	0.5	0.5	0.6	0.4	0.4	0.3	0.6
SD	0.6 B	0.4 ACD	0.7 B	0.6 B	0.6	0.5	0.5	0.6	0.6	0.6

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

Topic 3: Marketing Spending

Expected change in spending for: New service introductions

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	50 49.5%	36 58.1%	23 60.5%	46 60.5%	34 54.0%	13 44.8%	5 38.5%	17 65.4%
0=Zero	48 47.5%	24 38.7%	13 34.2%	27 35.5%	29 46.0%	15 51.7%	7 53.8%	7 26.9%
-1=Negative	3 3.0%	2 3.2%	2 5.3%	3 3.9%	0 0.0%	1 3.4%	1 7.7%	2 7.7%
Mean	0.5	0.5	0.6	0.6	0.5	0.4	0.3	0.6
SD	0.6	0.6	0.6	0.6	0.5	0.6	0.6	0.6

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing (non-sales) hires

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	110 46.4%	6 42.9%	4 44.4%	0 0.0%	0 0.0%	4 40.0%	12 36.4% h	5 33.3% h	23 65.7% fgI	9 30.0% HI	3 33.3%	12 42.9%	19 61.3% i
0=Zero	102 43.0%	5 35.7%	5 55.6% h	2 100.0% h	2 100.0% h	5 50.0%	17 51.5% H	9 60.0% H	7 20.0% bcdFGIjk	16 53.3% H	5 55.6% h	14 50.0% h	10 32.3%
-1=Negative	25 10.5%	3 21.4%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	4 12.1%	1 6.7%	5 14.3%	5 16.7%	1 11.1%	2 7.1%	2 6.5%
Mean	0.4	0.2	0.4	0.0	0.0	0.3	0.2	0.3	0.5	0.1	0.2	0.4	0.5
SD	0.7	0.8	0.5	0.0	0.0	0.7	0.7	0.6	0.7 i	0.7 hl	0.7	0.6	0.6 i

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing (non-sales) hires

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
1=Positive	44 50.6%	36 47.4%	14 43.8%	16 40.0%	27 34.6% Be	22 66.7% Acf	13 38.2% b	9 52.9%	18 58.1% a	10 38.5% b
0=Zero	34 39.1%	34 44.7%	13 40.6%	19 47.5%	49 62.8% BEf	6 18.2% AC	18 52.9% Be	7 41.2%	7 22.6% Ac	10 38.5% a
-1=Negative	9 10.3%	6 7.9%	5 15.6%	5 12.5%	2 2.6% bEF	5 15.2% a	3 8.8%	1 5.9%	6 19.4% A	6 23.1% A
Mean	0.4	0.4	0.3	0.3	0.3	0.5	0.3	0.5	0.4	0.2
SD	0.7	0.6	0.7	0.7	0.5	0.8	0.6	0.6	0.8	0.8

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing (non-sales) hires

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=574								
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	50 45.0%	28 43.1%	18 50.0%	29 38.7%	32 49.2%	17 51.5%	9 60.0%	13 41.9%
0=Zero	49 44.1%	31 47.7%	13 36.1%	43 57.3% bcD	25 38.5% a	12 36.4% a	3 20.0% A	12 38.7%
-1=Negative	12 10.8%	6 9.2%	5 13.9%	3 4.0% de	8 12.3%	4 12.1%	3 20.0% a	6 19.4% a
Mean	0.3	0.3	0.4	0.3	0.4	0.4	0.4	0.2
SD	0.7	0.6	0.7	0.6	0.7	0.7	0.8	0.8

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

Topic 3: Marketing Spending

Expected change in spending for: Integrating what we know about marketing

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	115 56.1%	5 45.5%	7 87.5% ci	0 0.0% b	0 0.0%	4 44.4%	13 52.0%	8 53.3%	20 66.7%	12 46.2% b	3 42.9%	15 60.0%	18 62.1%
0=Zero	86 42.0%	5 45.5%	1 12.5% ci	2 100.0% b	1 100.0%	5 55.6%	12 48.0%	7 46.7%	10 33.3%	14 53.8% b	3 42.9%	10 40.0%	9 31.0%
-1=Negative	4 2.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% j	0 0.0%	1 14.3% h	0 0.0%	2 6.9%
Mean	0.5	0.4	0.9	0.0	0.0	0.4	0.5	0.5	0.7	0.5	0.3	0.6	0.6
SD	0.5	0.7	0.4 i	0.0	0.0	0.5	0.5	0.5	0.5	0.5 b	0.8	0.5	0.6

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

Topic 3: Marketing Spending

Expected change in spending for: Integrating what we know about marketing

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
1=Positive	41 57.7%	36 54.5%	20 64.5%	18 51.4%	42 57.5%	17 63.0%	17 54.8%	6 46.2%	13 54.2%	11 50.0%
0=Zero	28 39.4%	29 43.9%	11 35.5%	16 45.7%	30 41.1%	9 33.3%	14 45.2%	6 46.2%	11 45.8%	10 45.5%
-1=Negative	2 2.8%	1 1.5%	0 0.0%	1 2.9%	1 1.4%	1 3.7%	0 0.0%	1 7.7%	0 0.0%	1 4.5%
Mean	0.5	0.5	0.6	0.5	0.6	0.6	0.5	0.4	0.5	0.5
SD	0.6	0.5	0.5	0.6	0.5	0.6	0.5	0.7	0.5	0.6

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

Topic 3: Marketing Spending

Expected change in spending for: Integrating what we know about marketing

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	49 51.6%	30 56.6%	23 65.7%	39 58.2%	34 59.6%	15 51.7%	5 41.7%	13 56.5%
0=Zero	43 45.3%	23 43.4%	11 31.4%	27 40.3%	22 38.6%	14 48.3%	5 41.7%	10 43.5%
-1=Negative	3 3.2%	0 0.0%	1 2.9%	1 1.5%	1 1.8%	0 0.0%	2 16.7%	0 0.0%
Mean	0.5	0.6	0.6	0.6	0.6	0.5	0.3	0.6
SD	0.6	0.5	0.5	0.5	0.5	0.5	0.8	0.5

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

Topic 3: Marketing Spending

Expected change in spending for: Developing knowledge about how to do marketing

N=574	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	120 54.8%	7 63.6%	9 90.0% ceFil	0 0.0% bh	0 0.0%	4 44.4% b	12 40.0% Bh	9 64.3%	22 71.0% cfi	12 42.9% bh	4 50.0%	16 57.1%	16 53.3% b
0=Zero	92 42.0%	4 36.4%	1 10.0% cfi	2 100.0% bh	1 100.0%	4 44.4%	17 56.7% bh	5 35.7%	8 25.8% cfi	15 53.6% bh	3 37.5%	12 42.9%	12 40.0%
-1=Negative	7 3.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	1 3.3%	0 0.0%	1 3.2%	1 3.6%	1 12.5%	0 0.0%	2 6.7%
Mean	0.5	0.6	0.9	0.0	0.0	0.3	0.4	0.6	0.7	0.4	0.4	0.6	0.5
SD	0.6	0.5	0.3 eFil	0.0	0.0	0.7 b	0.6 Bh	0.5	0.5 f	0.6 b	0.7	0.5	0.6 b

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

Topic 3: Marketing Spending

Expected change in spending for: Developing knowledge about how to do marketing

N=574	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
1=Positive	45 57.7%	40 56.3%	17 56.7%	18 47.4%	44 57.1% c	21 65.6% c	10 33.3% abE	9 64.3%	18 69.2% Cf	10 40.0% e
0=Zero	32 41.0%	29 40.8%	12 40.0%	17 44.7%	31 40.3% c	10 31.3% C	20 66.7% aBdE	4 28.6% c	7 26.9% C	13 52.0%
-1=Negative	1 1.3%	2 2.8%	1 3.3%	3 7.9%	2 2.6%	1 3.1%	0 0.0%	1 7.1%	1 3.8%	2 8.0%
Mean	0.6	0.5	0.5	0.4	0.5	0.6	0.3	0.6	0.7	0.3
SD	0.5	0.6	0.6	0.6	0.6	0.6 c	0.5 be	0.6	0.6 c	0.6

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

Topic 3: Marketing Spending

Expected change in spending for: Developing knowledge about how to do marketing

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	53 53.0%	34 57.6%	22 59.5%	43 58.1%	31 53.4%	19 63.3%	8 53.3%	11 44.0%
0=Zero	43 43.0%	24 40.7%	14 37.8%	29 39.2%	26 44.8%	11 36.7%	4 26.7%	13 52.0%
-1=Negative	4 4.0%	1 1.7%	1 2.7%	2 2.7%	1 1.7%	0 0.0%	3 20.0%	1 4.0%
Mean	0.5	0.6	0.6	0.6	0.5	0.6	0.3	0.4
SD	0.6	0.5	0.6	0.6	0.5	0.5	0.8	0.6

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing training

N=574	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	97 44.5%	9 60.0% i	4 50.0%	0 0.0%	0 0.0%	4 44.4%	14 43.8%	8 57.1% i	16 50.0% i	6 21.4% aghk	4 57.1%	13 52.0% i	10 35.7%
0=Zero	110 50.5%	5 33.3% i	4 50.0%	2 100.0%	1 100.0%	5 55.6%	15 46.9%	6 42.9%	15 46.9%	19 67.9% a	3 42.9%	12 48.0%	15 53.6%
-1=Negative	11 5.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 9.4%	0 0.0%	1 3.1%	3 10.7%	0 0.0%	0 0.0%	3 10.7%
Mean	0.4	0.5	0.5	0.0	0.0	0.4	0.3	0.6	0.5	0.1	0.6	0.5	0.3
SD	0.6	0.6 i	0.5	0.0	0.0	0.5	0.7	0.5 i	0.6 i	0.6 aghK	0.5	0.5 I	0.6

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing training

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
1=Positive	38 46.9%	27 40.9%	19 59.4% d	13 35.1% c	31 43.1%	17 54.8%	9 30.0%	8 47.1%	12 46.2%	12 44.4%
0=Zero	39 48.1%	37 56.1% c	11 34.4% b	21 56.8%	37 51.4%	13 41.9%	20 66.7%	8 47.1%	13 50.0%	12 44.4%
-1=Negative	4 4.9%	2 3.0%	2 6.3%	3 8.1%	4 5.6%	1 3.2%	1 3.3%	1 5.9%	1 3.8%	3 11.1%
Mean	0.4	0.4	0.5	0.3	0.4	0.5	0.3	0.4	0.4	0.3
SD	0.6	0.5	0.6	0.6	0.6	0.6	0.5	0.6	0.6	0.7

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing training

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	32 34.4% bc	34 50.7% a	20 57.1% a	33 49.3%	23 39.0%	13 39.4%	5 33.3%	15 55.6%
0=Zero	59 63.4% BC	28 41.8% A	13 37.1% A	31 46.3%	33 55.9%	19 57.6%	8 53.3%	10 37.0%
-1=Negative	2 2.2%	5 7.5%	2 5.7%	3 4.5%	3 5.1%	1 3.0%	2 13.3%	2 7.4%
Mean	0.3	0.4	0.5	0.4	0.3	0.4	0.2	0.5
SD	0.5	0.6	0.6	0.6	0.6	0.5	0.7	0.6

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing research and intelligence

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	138 58.7%	10 71.4%	6 66.7%	0 0.0% k	0 0.0%	6 60.0%	14 42.4% hk	7 46.7%	25 67.6% f	15 51.7%	6 75.0%	21 75.0% cf	17 56.7%
0=Zero	87 37.0%	3 21.4% c	3 33.3%	2 100.0% ak	1 100.0%	4 40.0%	16 48.5% k	8 53.3% k	12 32.4%	11 37.9%	2 25.0%	6 21.4% cfg	11 36.7%
-1=Negative	10 4.3%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 9.1%	0 0.0%	0 0.0% i	3 10.3% h	0 0.0%	1 3.6%	2 6.7%
Mean	0.5	0.6	0.7	0.0	0.0	0.6	0.3	0.5	0.7	0.4	0.8	0.7	0.5
SD	0.6	0.6	0.5	0.0	0.0	0.5	0.6 hk	0.5	0.5 f	0.7	0.5	0.5 f	0.6

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing research and intelligence

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
N=574										
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
1=Positive	54 62.1%	43 58.9%	19 54.3%	21 55.3%	46 61.3%	23 69.7%	15 46.9%	14 70.0%	19 67.9%	11 39.3%
					f	f		f	f	abde
0=Zero	31 35.6%	28 38.4%	13 37.1%	14 36.8%	26 34.7%	10 30.3%	16 50.0%	5 25.0%	7 25.0%	14 50.0%
-1=Negative	2 2.3%	2 2.7%	3 8.6%	3 7.9%	3 4.0%	0 0.0%	1 3.1%	1 5.0%	2 7.1%	3 10.7%
Mean	0.6	0.6	0.5	0.5	0.6	0.7	0.4	0.7	0.6	0.3
SD	0.5	0.6	0.7	0.6	0.6 f	0.5 cF	0.6 b	0.6	0.6	0.7 aB

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing research and intelligence

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	60 58.3%	42 60.9%	23 60.5%	45 63.4%	37 60.7%	23 62.2%	7 46.7%	15 48.4%
0=Zero	41 39.8%	22 31.9%	12 31.6%	24 33.8%	22 36.1%	13 35.1%	6 40.0%	13 41.9%
-1=Negative	2 1.9%	5 7.2%	3 7.9%	2 2.8%	2 3.3%	1 2.7%	2 13.3%	3 9.7%
Mean	0.6	0.5	0.5	0.6	0.6	0.6	0.3	0.4
SD	0.5	0.6	0.6	0.5	0.6	0.6	0.7	0.7

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing consulting services

N=574	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Positive	82 37.4%	7 58.3% f	2 22.2% j	0 0.0%	1 100.0%	3 33.3%	7 22.6% ahJ	3 20.0% hj	16 51.6% fg	8 28.6% j	6 75.0% bFgi	11 42.3%	11 37.9%
0=Zero	116 53.0%	3 25.0% fgi	6 66.7%	2 100.0%	0 0.0%	4 44.4%	20 64.5% ah	11 73.3% ahj	10 32.3% fgi	17 60.7% ah	2 25.0% g	14 53.8%	16 55.2%
-1=Negative	21 9.6%	2 16.7%	1 11.1%	0 0.0%	0 0.0%	2 22.2%	4 12.9%	1 6.7%	5 16.1%	3 10.7%	0 0.0%	1 3.8%	2 6.9%
Mean	0.3	0.4	0.1	0.0	1.0	0.1	0.1	0.1	0.4	0.2	0.8	0.4	0.3
SD	0.6	0.8	0.6 j	0.0	0.0	0.8	0.6 J	0.5 j	0.8	0.6 j	0.5 bFgi	0.6	0.6

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing consulting services

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
1=Positive	24 30.8%	30 43.5%	12 37.5%	15 39.5%	26 36.6%	12 34.3%	12 36.4%	3 20.0%	11 45.8%	10 41.7%
0=Zero	48 61.5%	34 49.3%	14 43.8%	19 50.0%	38 53.5%	21 60.0% f	20 60.6% f	10 66.7% f	10 41.7%	8 33.3% bcd
-1=Negative	6 7.7%	5 7.2%	6 18.8%	4 10.5%	7 9.9%	2 5.7% f	1 3.0% f	2 13.3%	3 12.5%	6 25.0% bc
Mean	0.2	0.4	0.2	0.3	0.3	0.3	0.3	0.1	0.3	0.2
SD	0.6	0.6	0.7	0.7	0.6	0.6	0.5	0.6	0.7	0.8

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

Topic 3: Marketing Spending

Expected change in spending for: Marketing consulting services

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Positive	34 35.1%	24 37.5%	14 40.0%	25 36.8%	24 37.5%	9 30.0%	6 46.2%	8 32.0%
0=Zero	56 57.7%	32 50.0%	16 45.7%	37 54.4%	36 56.3%	19 63.3%	6 46.2%	9 36.0%
-1=Negative	7 7.2%	8 12.5%	5 14.3%	6 8.8%	4 6.3%	2 6.7%	1 7.7%	8 32.0%
Mean	0.3	0.3	0.3	0.3	0.3	0.2	0.4	0.0
SD	0.6	0.7	0.7	0.6	0.6	0.6	0.7	0.8
					e			b

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=574 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	574	20	18	3	3	11	49	26	53	43	10	51	40
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
Market share	340	20	12	3	3	10	44	23	49	38	9	32	36
	2.0	2.3	1.9	-4.7	6.0	3.1	2.1	2.6	2.2	0.8	3.0	1.4	2.2
	4.7	4.1	5.8	4.7	4.6	4.9	3.9	4.2	4.5	3.8	5.9	6.2	4.1
Firm sales	356	20	14	3	3	10	45	23	47	39	9	43	35
	2.2	2.3	0.2	-6.7	4.0	4.4	0.7	1.0	3.7	1.0	2.6	2.0	4.7
	6.8	6.9	7.1	2.9	5.6	8.6	7.1	7.0	6.8	5.4	6.3	7.3	5.5
Marketing ROI	290	16	12	3	3	9	32	22	43	33	7	31	29
	2.2	3.2	-0.1	0.7	1.0	3.4	1.9	3.3	3.0	1.6	-2.0	1.5	2.8
	4.9	3.9	3.9	2.1	2.0	3.7	3.4	5.1	5.8	4.8	6.3	5.5	4.7
Firm profits	344	19	12	3	2	10	43	23	45	37	8	43	35
	1.8	4.0	0.1	-4.0	4.5	2.5	2.6	0.3	2.9	2.9	-1.4	0.9	2.3
	6.1	5.8	5.9	3.6	7.8	7.7	6.0	6.0	5.5	5.5	6.8	6.4	6.2
Customer acquisition	332	18	12	3	2	10	38	22	47	39	8	42	33
	2.6	4.3	2.0	-2.7	1.0	4.3	2.4	1.3	4.0	0.4	2.0	3.1	3.5
	5.0	4.5	4.7	6.4	0.0	6.5	3.3	5.5	5.4	5.6	5.0	5.4	4.3
Customer retention	336	19	12	2	3	10	41	22	46	40	8	40	36
	1.6	0.8	-0.6	0.5	3.0	4.7	2.1	0.6	1.9	1.8	1.0	2.3	1.7
	4.8	4.3	4.9	0.7	4.0	5.3	3.5	5.0	5.4	4.4	5.7	6.1	3.8
Brand value	302	16	14	2	3	9	35	21	44	34	8	34	31
	2.9	3.4	4.1	0.0	7.0	4.8	1.5	3.4	3.5	2.5	3.0	3.7	3.2
	4.6	4.3	4.8	1.4	5.2	4.4	3.2	4.5	4.3	4.9	6.9	5.2	3.6

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
Number	153	151	63	69	121	50	43	25	47	37
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
Market share	125 2.4 4.1	104 1.7 5.4	55 1.5 4.6	51 2.1 4.8	103 1.5 5.2	41 2.0 5.3	39 2.4 4.5	24 1.5 4.2	40 1.7 3.1	33 2.9 3.6
Firm sales	124 2.3 6.9	117 2.2 7.1	56 1.9 6.7	54 2.2 6.1	109 2.3 7.3	46 0.7 7.4	40 1.0 6.9	22 2.8 6.4	41 3.7 5.7	35 1.7 5.7
Marketing ROI	103 1.9 4.8	90 1.8 4.8	48 3.1 4.4	46 2.3 5.9	96 1.6 5.5	36 2.4 5.1	38 1.9 4.1	16 2.9 4.3	30 2.9 4.9	27 2.4 3.8
Firm profits	119 2.4 5.9	111 0.8 6.1	56 1.9 6.3	54 2.4 6.1	106 0.8 6.4	43 2.2 6.2	38 1.9 6.4	20 2.2 6.0	41 4.4 5.4	33 2.8 5.1
Customer acquisition	114 3.0 4.8	107 2.2 5.2	51 2.4 5.4	55 2.6 5.1	105 3.4 5.4	40 2.0 5.8	39 2.2 4.8	22 2.4 4.5	38 2.3 4.7	31 2.1 4.9
Customer retention	116 1.9 4.5	107 0.9 5.1	53 1.2 4.5	55 3.1 5.2	107 2.1 5.2	40 0.7 5.8	40 0.6 4.4	22 3.1 4.1	39 1.8 4.1	32 2.4 4.2
Brand value	106 2.9 4.3	96 3.1 4.8	45 2.8 4.7	53 2.5 4.6	93 3.8 4.7	39 3.3 4.5	34 2.0 4.2	18 2.8 3.8	35 3.5 3.5	31 2.2 4.9

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months

N=574 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
Market share	140	89	46	99	77	47	16	41
	1.6	2.0	3.0	1.2	2.5	2.2	1.6	2.8
	5.1	4.1	4.4	5.7	4.2	3.9	3.6	3.6
Firm sales	147	90	48	106	79	48	17	42
	2.0	1.5	3.1	2.2	1.3	3.4	1.8	1.7
	6.9	7.1	6.2	7.3	7.0	6.3	5.7	5.8
Marketing ROI	116	74	48	92	70	37	14	30
	2.1	1.9	2.5	1.2	2.3	2.4	5.4	2.4
	4.3	5.9	5.1	5.6	4.6	4.4	4.2	3.6
Firm profits	141	85	48	103	75	45	16	40
	1.7	2.4	1.9	1.0	1.7	3.3	3.1	2.8
	6.3	6.4	5.7	6.5	5.9	5.9	5.8	5.3
Customer acquisition	136	81	50	103	73	42	17	39
	2.3	2.9	3.5	2.8	2.8	2.7	2.9	1.2
	5.4	4.6	5.1	5.5	5.1	4.5	4.5	4.7
Customer retention	139	83	50	103	74	44	18	39
	1.6	1.7	2.1	1.6	1.3	2.1	2.8	1.5
	5.0	4.6	4.6	5.3	5.0	4.1	4.0	4.2
Brand value	122	75	46	92	69	38	15	39
	3.0	3.4	3.2	3.7	2.6	3.1	4.1	2.6
	4.4	4.1	4.9	4.8	4.3	4.0	3.0	4.7

Topic 4: Financial and Marketing Performance

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

N=574 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	574	20	18	3	3	11	49	26	53	43	10	51	40
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
Market share	339	20	12	3	3	10	44	23	48	38	9	32	37
	5.0	4.9	5.6	1.3	3.7	7.1	4.1	5.1	5.3	4.1	7.6	5.2	5.0
	3.6	3.0	3.6	1.5	1.2	4.7	3.1	3.2	3.5	3.6	3.0	4.3	3.9
Firm sales	354	20	13	3	3	10	46	23	46	39	9	43	36
	6.4	6.8	5.9	2.0	3.0	8.0	5.4	5.5	7.4	5.4	7.8	6.6	6.6
	3.8	3.1	3.7	2.6	2.0	3.6	3.8	2.9	4.1	3.4	2.8	4.6	3.9
Marketing ROI	291	16	11	3	3	9	33	22	42	33	7	31	30
	5.1	4.9	4.4	3.7	2.3	5.4	4.8	4.5	6.8	4.9	5.7	4.8	4.5
	3.6	3.3	4.0	5.5	1.2	4.4	3.1	4.0	3.2	3.2	3.6	4.1	3.7
Firm profits	343	19	12	3	2	10	43	23	44	37	8	43	36
	5.5	7.1	6.3	0.7	4.0	7.5	5.2	4.4	5.7	5.2	4.3	5.4	4.6
	4.1	3.2	3.5	0.6	4.2	3.1	3.4	4.7	4.2	3.7	4.1	4.9	5.0
Customer acquisition	331	18	12	3	2	10	38	22	46	39	8	42	34
	5.4	5.9	5.8	2.7	1.0	7.4	3.8	4.2	6.7	4.1	6.6	5.7	5.4
	3.6	3.9	4.1	2.5	0.0	4.2	2.6	2.8	3.5	3.3	3.1	4.0	3.9
Customer retention	334	19	12	2	3	10	41	22	45	40	8	40	36
	4.2	2.8	2.4	5.0	4.3	7.5	3.6	3.5	4.0	4.5	5.1	5.0	3.6
	4.2	3.3	4.9	0.0	3.1	3.7	3.3	4.2	4.7	3.6	4.1	5.3	4.3
Brand value	302	16	14	2	3	9	35	21	43	34	8	34	32
	5.1	5.1	5.1	3.0	7.0	7.0	2.9	5.8	5.3	4.8	7.5	6.5	4.7
	3.7	3.4	4.9	0.0	5.2	2.9	2.9	3.8	3.7	3.6	2.7	4.2	3.4

Topic 4: Financial and Marketing Performance

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

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
Number	153	151	63	69	121	50	43	25	47	37
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
Market share	125 5.0 3.6	103 5.6 3.6	55 4.1 3.1	51 4.7 4.2	104 5.6 4.1	40 6.0 3.0	39 4.8 3.4	24 4.3 3.7	40 3.8 3.1	33 3.9 3.0
Firm sales	126 6.6 3.7	113 7.0 3.7	56 5.6 3.4	54 5.7 4.1	110 7.0 4.1	45 7.8 2.4	40 5.7 3.5	22 5.7 4.7	41 5.6 3.7	35 4.3 3.4
Marketing ROI	105 5.0 3.9	89 5.0 3.4	48 5.2 3.4	46 5.0 4.0	97 5.6 4.0	35 6.4 3.2	38 4.1 3.5	16 4.8 3.1	30 4.7 3.2	27 3.9 3.0
Firm profits	120 5.7 4.0	109 5.6 4.0	56 5.4 3.7	54 4.9 5.0	107 5.2 4.7	42 5.5 4.5	38 6.3 3.1	20 5.5 5.1	41 5.8 3.8	33 4.7 3.0
Customer acquisition	115 5.3 3.7	105 6.0 3.6	51 5.0 3.3	55 5.2 3.8	106 6.2 3.7	39 6.3 3.5	39 4.5 3.4	22 4.1 3.3	38 4.6 3.5	31 3.9 3.5
Customer retention	116 4.1 4.4	105 4.4 4.3	53 3.7 3.3	55 4.7 4.5	107 4.8 4.7	39 4.6 5.1	40 3.0 3.8	22 3.5 3.2	39 3.7 3.3	32 3.9 3.5
Brand value	107 4.6 3.7	95 6.2 3.6	45 5.0 3.4	53 4.2 4.1	94 6.1 3.9	38 5.5 3.6	34 4.1 3.5	18 4.6 3.7	35 4.6 3.4	31 4.2 3.4

Topic 4: Financial and Marketing Performance

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

N=574 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
Market share	140	89	46	100	76	47	16	41
	5.1	4.9	5.2	5.6	5.5	4.4	3.4	4.0
	3.7	3.5	3.8	3.9	3.4	3.5	3.9	2.9
Firm sales	148	89	48	107	78	48	17	42
	6.4	6.5	6.1	7.1	6.8	6.2	4.3	4.7
	4.0	3.3	4.1	4.0	3.2	3.9	4.1	3.3
Marketing ROI	118	73	48	93	69	37	14	31
	5.0	5.5	4.8	5.7	5.1	4.5	5.1	4.3
	3.6	3.6	3.9	3.9	3.7	3.1	3.1	3.1
Firm profits	141	85	48	104	74	45	16	40
	5.4	5.6	5.3	5.5	5.7	5.6	5.4	4.9
	4.5	3.9	3.8	4.8	3.3	4.4	3.4	3.3
Customer acquisition	136	81	50	104	72	42	17	39
	5.3	5.1	5.9	6.1	5.7	4.5	4.5	3.7
	3.8	3.5	3.6	3.6	3.6	3.7	3.2	3.1
Customer retention	138	83	50	103	73	44	18	39
	3.9	4.1	4.6	4.7	3.9	3.3	3.4	4.1
	4.6	3.8	3.9	4.8	4.4	3.5	3.4	3.3
Brand value	122	75	46	93	68	38	15	39
	5.2	4.8	5.5	6.2	5.0	4.5	4.0	4.3
	3.8	3.6	3.9	4.1	3.3	3.7	3.0	3.5

Topic 4: Financial and Marketing Performance

Firm rating for: Developing and using customer insights

N=574	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
5=Excellent	68 17.4%	3 15.0%	5 29.4% GhI	1 50.0% GI	2 66.7% GHIL	2 20.0% g	14 28.6% GhL	0 0.0% BCDeFjK	5 9.4% bDfj	6 14.6% dg	4 40.0% GhL	10 20.0% gl	2 5.3% bcDFJk
4=Good	163 41.7%	6 30.0% 1	6 35.3%	1 50.0%	0 0.0% 1	4 40.0%	17 34.7% 1	14 56.0%	24 45.3%	17 41.5%	4 40.0%	19 38.0% 1	23 60.5% adfk
3=Average	87 22.3%	6 30.0%	5 29.4%	0 0.0%	1 33.3%	2 20.0%	9 18.4%	7 28.0%	7 13.2% i	13 31.7% hj	0 0.0% i	12 24.0%	5 13.2%
2=Fair	46 11.8%	3 15.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	6 12.2%	2 8.0%	12 22.6% I	1 2.4% H	0 0.0%	7 14.0%	4 10.5%
1=Poor	27 6.9%	2 10.0%	0 0.0%	0 0.0%	0 0.0%	2 20.0%	3 6.1%	2 8.0%	5 9.4%	4 9.8%	2 20.0%	2 4.0%	4 10.5%
Mean	3.5	3.3	3.9	4.5	4.3	3.4	3.7	3.3	3.2	3.5	3.8	3.6	3.4
SD	1.1	1.2	0.9 h	0.7	1.2	1.4	1.2	0.9	1.2 b	1.1	1.5	1.1	1.1

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

Topic 4: Financial and Marketing Performance

Firm rating for: Developing and using customer insights

N=574	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
5=Excellent	20 14.4%	22 17.3%	11 18.6%	11 18.6%	19 16.4%	10 20.0%	6 14.3%	2 8.0% f	6 13.0%	11 29.7% d
4=Good	61 43.9%	47 37.0% d	22 37.3%	32 54.2% b	50 43.1%	19 38.0%	16 38.1%	15 60.0%	20 43.5%	14 37.8%
3=Average	32 23.0%	30 23.6%	16 27.1%	9 15.3%	21 18.1%	10 20.0%	12 28.6% d	2 8.0% ce	13 28.3% d	7 18.9%
2=Fair	15 10.8%	18 14.2%	7 11.9%	4 6.8%	15 12.9%	7 14.0%	4 9.5%	3 12.0%	3 6.5%	5 13.5%
1=Poor	11 7.9%	10 7.9%	3 5.1%	3 5.1%	11 9.5%	4 8.0%	4 9.5%	3 12.0% f	4 8.7%	0 0.0% d
Mean	3.5	3.4	3.5	3.7	3.4	3.5	3.4	3.4	3.5	3.8
SD	1.1	1.2	1.1	1.0	1.2	1.2	1.1	1.2	1.1	1.0

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

Topic 4: Financial and Marketing Performance

Firm rating for: Developing and using customer insights

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=574								
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
5=Excellent	21 12.9% c	15 16.0%	13 25.0% a	20 16.9%	17 19.3%	6 11.8%	5 23.8%	8 19.0%
4=Good	64 39.3%	44 46.8%	21 40.4%	49 41.5%	35 39.8%	20 39.2%	12 57.1%	20 47.6%
3=Average	35 21.5%	20 21.3%	12 23.1%	23 19.5%	21 23.9%	12 23.5%	2 9.5%	8 19.0%
2=Fair	25 15.3%	9 9.6%	4 7.7%	16 13.6%	8 9.1%	7 13.7%	1 4.8%	5 11.9%
1=Poor	18 11.0%	6 6.4%	2 3.8%	10 8.5%	7 8.0%	6 11.8%	1 4.8%	1 2.4%
Mean	3.3	3.6	3.8	3.4	3.5	3.3	3.9	3.7
SD	1.2 c	1.1	1.0 a	1.2	1.1	1.2 d	1.0 c	1.0

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

Topic 4: Financial and Marketing Performance

Firm rating for: Sharing valuable marketing knowledge

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
5=Excellent	51 13.6%	1 5.0% bD	6 40.0% afGiL	0 0.0%	2 66.7% AfGhiL	1 11.1%	7 14.6% bdg	0 0.0% BDfhjk	9 18.0% dgl	5 12.5% bd	2 20.0% g	9 18.8% gl	1 2.7% BDhk
4=Good	128 34.0%	6 30.0%	4 26.7%	1 33.3%	1 33.3%	1 11.1%	22 45.8% h	11 44.0%	13 26.0% f	16 40.0%	4 40.0%	19 39.6%	13 35.1%
3=Average	134 35.6%	10 50.0% fj	5 33.3%	1 33.3%	0 0.0%	3 33.3%	12 25.0% a	9 36.0%	15 30.0%	17 42.5%	1 10.0% a	16 33.3%	16 43.2%
2=Fair	46 12.2%	3 15.0%	0 0.0% ce	1 33.3% bi	0 0.0%	3 33.3% bIk	5 10.4%	5 20.0% i	6 12.0%	1 2.5% cEgj	2 20.0% i	3 6.3% e	5 13.5%
1=Poor	17 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	2 4.2%	0 0.0%	7 14.0% k	1 2.5%	1 10.0%	1 2.1% h	2 5.4%
Mean	3.4	3.3	4.1	3.0	4.7	2.8	3.6	3.2	3.2	3.6	3.4	3.7	3.2
SD	1.0	0.8 BD	0.9 AEGhL	1.0	0.6 AcGiL	1.2 Bdfik	1.0 e	0.8 BD	1.3 b	0.8 del	1.3	0.9 el	0.9 BDik

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

Topic 4: Financial and Marketing Performance

Firm rating for: Sharing valuable marketing knowledge

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
N=574										
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
5=Excellent	14 10.4%	21 17.6%	8 13.3%	7 12.5%	16 14.5%	8 17.0%	5 11.9%	0 0.0%	3 6.5%	12 33.3%
					df	d	f	abF	F	acDE
4=Good	50 37.0%	40 33.6%	15 25.0%	19 33.9%	45 40.9%	13 27.7%	14 33.3%	9 36.0%	17 37.0%	12 33.3%
3=Average	46 34.1%	41 34.5%	26 43.3%	20 35.7%	30 27.3%	18 38.3%	15 35.7%	10 40.0%	21 45.7%	9 25.0%
					e				a	
2=Fair	15 11.1%	14 11.8%	11 18.3%	6 10.7%	12 10.9%	5 10.6%	7 16.7%	3 12.0%	4 8.7%	3 8.3%
1=Poor	10 7.4%	3 2.5%	0 0.0%	4 7.1%	7 6.4%	3 6.4%	1 2.4%	3 12.0%	1 2.2%	0 0.0%
	c		ad	c				f		d
Mean	3.3	3.5	3.3	3.3	3.5	3.4	3.4	3.0	3.4	3.9
SD	1.0	1.0	0.9	1.1	1.1	1.1	1.0	1.0	0.8	1.0
					f	f	f	F	F	abcDE

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

Topic 4: Financial and Marketing Performance

Firm rating for: Sharing valuable marketing knowledge

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
5=Excellent	16 10.3% c	15 16.0%	11 22.0% a	19 17.3%	8 9.1% e	4 7.8%	4 19.0%	9 22.0% b
4=Good	51 32.9%	33 35.1%	21 42.0%	40 36.4% c	36 40.9% c	10 19.6% abdE	9 42.9% c	20 48.8% C
3=Average	60 38.7%	30 31.9%	12 24.0%	32 29.1% C	29 33.0% C	30 58.8% ABDE	4 19.0% C	8 19.5% C
2=Fair	18 11.6%	12 12.8%	5 10.0%	12 10.9%	11 12.5%	3 5.9%	4 19.0%	4 9.8%
1=Poor	10 6.5%	4 4.3%	1 2.0%	7 6.4%	4 4.5%	4 7.8%	0 0.0%	0 0.0%
Mean	3.3	3.5	3.7	3.5	3.4	3.1	3.6	3.8
SD	1.0 C	1.0	1.0 A	1.1	1.0 e	0.9 E	1.0	0.9 bC

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

Topic 4: Financial and Marketing Performance

Firm rating for: Marketing that is beneficial for society

N=574	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
5=Excellent	44 12.9%	1 5.3%	4 23.5%	0 0.0%	1 33.3%	1 10.0%	5 11.6%	2 9.1%	3 7.7%	7 18.4%	0 0.0%	7 16.3%	7 21.2%
4=Good	108 31.7%	7 36.8%	5 29.4%	1 50.0%	1 33.3%	5 50.0%	14 32.6%	4 18.2%	11 28.2%	12 31.6%	3 30.0%	14 32.6%	12 36.4%
3=Average	109 32.0%	5 26.3%	6 35.3%	1 50.0%	1 33.3%	2 20.0%	14 32.6%	8 36.4%	13 33.3%	12 31.6%	4 40.0%	11 25.6%	7 21.2%
2=Fair	46 13.5%	5 26.3%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	8 18.6%	5 22.7%	5 12.8%	4 10.5%	2 20.0%	7 16.3%	4 12.1%
1=Poor	34 10.0%	1 5.3%	1 5.9%	0 0.0%	0 0.0%	2 20.0%	2 4.7%	3 13.6%	7 17.9%	3 7.9%	1 10.0%	4 9.3%	3 9.1%
Mean	3.2	3.1	3.6	3.5	4.0	3.3	3.3	2.9	2.9	3.4	2.9	3.3	3.5
SD	1.1	1.0	1.1	0.7	1.0	1.3	1.1	1.2	1.2	1.2	1.0	1.2	1.2

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

Topic 4: Financial and Marketing Performance

Firm rating for: Marketing that is beneficial for society

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
5=Excellent	14 12.0%	13 12.4%	5 8.6%	11 19.6%	18 18.6%	7 17.1%	2 5.3%	3 13.0%	4 9.5%	5 13.9%
4=Good	38 32.5%	32 30.5%	20 34.5%	15 26.8%	25 25.8% F	12 29.3%	13 34.2% d	2 8.7% cEF	17 40.5% D	18 50.0% AD
3=Average	31 26.5%	35 33.3%	22 37.9%	20 35.7%	26 26.8%	12 29.3%	13 34.2%	8 34.8%	13 31.0%	11 30.6%
2=Fair	22 18.8% d	13 12.4%	7 12.1%	4 7.1% a	16 16.5% f	8 19.5% f	7 18.4% f	5 21.7% f	4 9.5%	1 2.8% abcd
1=Poor	12 10.3%	12 11.4%	4 6.9%	6 10.7%	12 12.4%	2 4.9% d	3 7.9%	5 21.7% bf	4 9.5%	1 2.8% d
Mean	3.2	3.2	3.3	3.4	3.2	3.3	3.1	2.7	3.3	3.7
SD	1.2	1.2	1.0	1.2	1.3 f	1.1 d	1.0 F	1.3 beF	1.1 d	0.9 aCD

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

Topic 4: Financial and Marketing Performance

Firm rating for: Marketing that is beneficial for society

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
5=Excellent	17 12.6%	13 14.9%	6 12.5%	16 16.8%	10 12.5%	4 8.3%	1 5.6%	7 17.5%
4=Good	44 32.6%	23 26.4%	15 31.3%	28 29.5%	19 23.8% e	18 37.5%	5 27.8%	17 42.5% b
3=Average	36 26.7% c	27 31.0%	22 45.8% a	25 26.3%	30 37.5%	14 29.2%	8 44.4%	11 27.5%
2=Fair	20 14.8%	15 17.2%	5 10.4%	13 13.7%	18 22.5% e	5 10.4%	1 5.6%	3 7.5% b
1=Poor	18 13.3% C	9 10.3% c	0 0.0% Ab	13 13.7% b	3 3.8% acd	7 14.6% b	3 16.7% b	2 5.0%
Mean	3.2	3.2	3.5	3.2	3.2	3.1	3.0	3.6
SD	1.2	1.2	0.8	1.3	1.0 e	1.2	1.1	1.0 b

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

Topic 4: Financial and Marketing Performance

Firm rating for: Minimize the impact of marketing on the ecological environment

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
5=Excellent	33 11.3%	0 0.0% dek	2 15.4%	0 0.0%	1 33.3% a	3 37.5% afgl	3 7.3% e	1 4.8% e	5 15.6%	5 15.2%	0 0.0%	8 22.9% a	2 7.7% e
4=Good	82 28.2%	7 43.8% i	4 30.8%	2 100.0% fghljk	0 0.0%	3 37.5%	12 29.3% c	4 19.0% c	9 28.1% c	4 12.1% aC	1 12.5% c	10 28.6% c	7 26.9% c
3=Average	74 25.4%	3 18.8%	3 23.1%	0 0.0%	1 33.3%	0 0.0% j	14 34.1%	8 38.1%	7 21.9%	7 21.2%	4 50.0% e	6 17.1%	6 23.1%
2=Fair	61 21.0%	5 31.3%	3 23.1%	0 0.0%	1 33.3%	1 12.5%	10 24.4%	2 9.5%	7 21.9%	9 27.3%	1 12.5%	4 11.4%	6 23.1%
1=Poor	41 14.1%	1 6.3%	1 7.7%	0 0.0%	0 0.0%	1 12.5%	2 4.9% gik	6 28.6% f	4 12.5%	8 24.2% f	2 25.0%	7 20.0% f	5 19.2%
Mean	3.0	3.0	3.2	4.0	3.3	3.8	3.1	2.6	3.1	2.7	2.5	3.2	2.8
SD	1.2	1.0	1.2	0.0	1.5	1.5 g	1.0	1.2 e	1.3	1.4	1.1	1.5	1.3

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

Topic 4: Financial and Marketing Performance

Firm rating for: Minimize the impact of marketing on the ecological environment

N=574	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
5=Excellent	11 10.7%	12 14.3%	5 9.4%	4 8.3%	12 15.2%	7 20.0% d	3 9.4%	0 0.0% b	4 10.3%	3 9.4%
4=Good	28 27.2%	27 32.1%	17 32.1%	9 18.8%	20 25.3%	6 17.1%	8 25.0%	5 23.8%	13 33.3%	12 37.5%
3=Average	26 25.2%	17 20.2%	18 34.0%	12 25.0%	18 22.8%	11 31.4%	7 21.9%	5 23.8%	9 23.1%	11 34.4%
2=Fair	27 26.2%	14 16.7%	8 15.1%	12 25.0%	16 20.3%	7 20.0%	11 34.4% ef	5 23.8%	5 12.8% c	4 12.5% c
1=Poor	11 10.7% d	14 16.7%	5 9.4%	11 22.9% a	13 16.5%	4 11.4%	3 9.4%	6 28.6% f	8 20.5%	2 6.3% d
Mean	3.0	3.1	3.2	2.6	3.0	3.1	2.9	2.4	3.0	3.3
SD	1.2	1.3	1.1 d	1.3 c	1.3	1.3 d	1.2	1.2 bF	1.3	1.0 D

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

Topic 4: Financial and Marketing Performance

Firm rating for: Minimize the impact of marketing on the ecological environment

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
5=Excellent	11 9.7%	12 15.2%	3 7.9%	15 18.8% c	8 11.9%	2 4.7% a	0 0.0%	4 10.8%
4=Good	31 27.4%	17 21.5%	14 36.8%	22 27.5%	13 19.4%	12 27.9%	7 41.2%	12 32.4%
3=Average	28 24.8%	21 26.6%	11 28.9%	19 23.8%	15 22.4%	12 27.9%	4 23.5%	13 35.1%
2=Fair	21 18.6%	18 22.8%	9 23.7%	12 15.0% b	22 32.8% ad	7 16.3%	1 5.9% b	7 18.9%
1=Poor	22 19.5% c	11 13.9%	1 2.6% a	12 15.0%	9 13.4%	10 23.3% E	5 29.4% E	1 2.7% CD
Mean	2.9	3.0	3.2	3.2	2.8	2.7	2.8	3.3
SD	1.3	1.3	1.0	1.3	1.2	1.2 e	1.3	1.0 c

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

Topic 5: Social Media

Social Media Spending

N=574 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	574	20	18	3	3	11	49	26	53	43	10
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
What percent of your marketing budget do you currently spend on social media?	354 5.9 10.9	20 5.6 6.1	18 7.9 23.1	2 5.0 7.1	3 13.3 10.4	11 6.1 14.9	46 4.1 9.5	25 6.5 8.8	53 6.2 8.5	41 3.8 5.6	10 7.1 15.3	48 7.1 11.7	39 5.3 11.7
					i					d			
What percent will you spend in the next 12 months?	352 9.9 14.2	20 10.5 8.9	17 8.4 17.4	2 5.0 7.1	3 17.3 9.3 17.6	11 9.0 17.6	46 9.3 17.5	24 11.4 12.4	53 10.3 12.3	41 6.3 7.4	10 8.2 14.9	48 11.5 16.2	39 7.6 12.1
					i			i		dg			
What percent do you predict you will spend in five years?	352 17.7 18.2	20 19.5 13.9	18 14.6 12.4	2 12.5 17.7	3 23.3 12.6	11 15.6 19.9	46 13.9 14.4	24 19.0 18.8	52 18.3 18.0	41 12.6 11.4	10 17.5 21.4	47 18.6 20.3	39 16.7 19.1
										a			

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

Topic 5: Social Media

Social Media Spending

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	153	151	63	69	121	50	43	25	47
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
What percent of your marketing budget do you currently spend on social media?	125 5.4 10.1	120 5.8 12.2	50 7.4 10.4	53 5.7 10.0	119 6.9 13.9	49 4.3 6.9	43 7.3 13.5	24 6.3 10.4	44 4.1 4.6	35 4.7 5.6
What percent will you spend in the next 12 months?	124 8.9 14.1	119 10.1 14.7	50 12.4 12.5	54 9.8 15.0	118 10.5 15.4	49 8.0 9.3	43 9.9 13.4	24 9.3 14.6	44 6.9 7.3	34 10.9 18.4
What percent do you predict you will spend in five years?	123 15.4 15.6 C	119 17.9 18.7	50 22.6 18.3 A	54 18.0 21.2	117 17.8 19.1	49 16.2 16.2	43 16.4 17.0	24 17.9 19.7	44 14.3 11.3	35 16.6 14.9

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

Topic 5: Social Media

Social Media Spending

	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
N=574								
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
What percent of your marketing budget do you currently spend on social media?	163 5.4 10.0	93 4.8 7.3	50 9.9 17.9	118 6.4 13.2	88 6.8 12.1	49 5.0 7.4	22 3.5 3.7	39 4.6 6.0
	c	c	ab					
What percent will you spend in the next 12 months?	163 8.8 12.5	92 9.1 13.6	50 13.5 17.4	117 10.2 14.4	87 9.7 12.7	49 8.3 10.9	22 6.8 7.1	38 10.1 17.9
	c		a					
What percent do you predict you will spend in five years?	163 16.0 16.8	92 15.8 14.1	49 21.3 22.0	115 17.5 18.1	87 17.1 17.6	49 16.5 16.0	22 14.7 9.9	39 15.9 14.3

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? (e.g., +5%, -5%, etc.).

	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=574													
Number	574	20	18	3	3	11	49	26	53	43	10	51	40
Mean	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
SD													
Percent change	353	19	17	2	3	11	47	25	50	42	10	49	38
	4.0	3.4	7.8	0.0	1.3	1.8	3.8	1.0	3.4	0.7	-0.1	3.8	7.5
	16.7	8.0	23.9	0.0	3.2	34.9	15.0	6.9	21.7	6.3	3.9	15.1	19.0
										1			i

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? (e.g., +5%, -5%, etc.).

	Economic Sector				Sales Revenue						
	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	
	A	B	C	D	A	B	C	D	E	F	
N=574											
Number	153	151	63	69	121	50	43	25	47	37	
Mean	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%	
SD											
Number	122	118	52	55	112	50	43	25	44	37	
Percent change	4.8	3.8	4.2	1.5	5.4	2.4	2.2	0.8	2.9	4.3	
	16.6	18.1	11.5	13.9	20.1	20.9	9.1	6.9	7.7	16.5	

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? (e.g., +5%, -5%, etc.).

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=574								
Number	166	96	52	121	90	51	22	43
Mean	3.0	2.9	8.2	3.8	4.6	2.7	1.4	4.3
SD	18.3	10.3 c	21.4 b	17.2	20.8	7.7	4.6	17.3
Percent change	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%

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

Topic 6: Marketing Jobs

Does your firm currently outsource any marketing activities?

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
Yes	260 70.5%	19 95.0% BCGKI	9 50.0% Afh	0 0.0% Afhi	2 66.7%	8 72.7%	38 77.6% bc	15 60.0% A	40 75.5% bc	32 74.4% c	7 70.0%	31 62.0% A	26 65.0% a
No	109 29.5%	1 5.0% BCGKI	9 50.0% Afh	2 100.0% Afhi	1 33.3%	3 27.3%	11 22.4% bc	10 40.0% A	13 24.5% bc	11 25.6% c	3 30.0%	19 38.0% A	14 35.0% a

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

Topic 6: Marketing Jobs

Does your firm currently outsource any marketing activities?

N=574

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
Yes	98 75.4% b	78 63.4% a	40 75.5%	40 71.4%	68 57.1% cdEF	34 68.0%	33 76.7% a	21 84.0% a	37 80.4% A	30 81.1% A
No	32 24.6% b	45 36.6% a	13 24.5%	16 28.6%	51 42.9% cdEF	16 32.0%	10 23.3% a	4 16.0% a	9 19.6% A	7 18.9% A

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

Topic 6: Marketing Jobs

Does your firm currently outsource any marketing activities?

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
Yes	112 67.9%	68 70.8%	37 75.5%	70 58.8% CDe	61 68.5% cd	42 84.0% Ab	20 90.9% Ab	34 79.1% a
No	53 32.1%	28 29.2%	12 24.5%	49 41.2% CDe	28 31.5% cd	8 16.0% Ab	2 9.1% Ab	9 20.9% a

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

Topic 6: Marketing Jobs

By what percentage will your firm's outsourcing of marketing activities change in the next year? (e.g., +5%, -5%, etc.).

N=574 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
	Number	574	20	18	3	3	11	49	26	53	43	10	51
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
Percent change	336	19	13	2	2	11	46	22	51	38	9	47	38
	4.3	6.3	1.8	0.0	-1.0	-1.2	4.4	2.0	5.4	1.3	5.2	5.8	4.1
	14.3	12.7	4.1	0.0	1.4	19.0	13.7	13.9	11.1	9.4	10.3	13.8	11.0

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

Topic 6: Marketing Jobs

By what percentage will your firm's outsourcing of marketing activities change in the next year? (e.g., +5%, -5%, etc.).

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	153	151	63	69	121	50	43	25	47
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
Percent change	119	112	48	50	109	47	41	22	42	35
	6.6	3.7	2.4	0.1	3.8	7.0	3.5	3.0	3.0	2.4
	14.2	16.6	10.2	9.5	13.4	15.8	11.6	12.3	6.8	7.5
	D			A						

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

Topic 6: Marketing Jobs

By what percentage will your firm's outsourcing of marketing activities change in the next year? (e.g., +5%, -5%, etc.).

	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
N=574								
Number	166	96	52	121	90	51	22	43
Mean	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
SD								
Number	151	92	45	106	85	47	21	38
Percent change	5.1	2.7	1.8	4.3	5.6	2.6	2.9	1.3
	14.3	6.9	13.2	13.6	13.0	12.8	5.3	7.2

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

Topic 7: Marketing Organization and Leadership

Where is marketing located in your firm?

N=337	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
Total	337 100.0%	20 5.9%	18 5.3%	3 0.9%	3 0.9%	11 3.3%	49 14.5%	26 7.7%	51 15.1%	43 12.8%	10 3.0%	51 15.1%	39 11.6%
Corporate	288 85.5%	20 100.0% cdfGL	16 88.9%	2 66.7% a	2 66.7% a	9 81.8%	37 75.5% ahik	18 69.2% AhiK	47 92.2% fgL	40 93.0% fgL	10 100.0% 1	48 94.1% fGL	27 69.2% AHlJK
Business unit level	123 36.5%	6 30.0%	6 33.3%	1 33.3%	2 66.7%	5 45.5%	25 51.0% hK	8 30.8%	16 31.4% f	16 37.2%	4 40.0%	12 23.5% Fl	17 43.6% k
Brand or product level	71 21.1%	5 25.0%	2 11.1%	0 0.0%	1 33.3%	3 27.3%	13 26.5%	5 19.2%	11 21.6%	5 11.6% j	4 40.0% ik	6 11.8% j	11 28.2%
Field offices	50 14.8%	1 5.0%	1 5.6%	0 0.0%	1 33.3%	2 18.2%	6 12.2%	6 23.1%	7 13.7%	9 20.9%	3 30.0%	8 15.7%	5 12.8%

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

Topic 7: Marketing Organization and Leadership

Where is marketing located in your firm?

N=337

	Economic Sector				Sales Revenue					
	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
	Total	124 36.8%	105 31.2%	53 15.7%	49 14.5%	119 35.3%	49 14.5%	43 12.8%	25 7.4%	47 13.9%
Corporate	103 83.1% b	98 93.3% aC	42 79.2% B	42 85.7%	110 92.4% Bf	37 75.5% A	36 83.7%	22 88.0%	40 85.1%	28 77.8% a
Business unit level	54 43.5% b	32 30.5% a	20 37.7%	14 28.6%	16 13.4% BCDEF	20 40.8% Af	16 37.2% Af	12 48.0% A	25 53.2% A	24 66.7% Abc
Brand or product level	29 23.4%	15 14.3%	14 26.4%	13 26.5%	16 13.4% F	11 22.4% f	11 25.6% f	2 8.0% F	7 14.9% F	17 47.2% AbcDE
Field offices	15 12.1% d	12 11.4% d	11 20.8%	12 24.5% ab	14 11.8% d	6 12.2% d	6 14.0%	8 32.0% abe	4 8.5% df	9 25.0% e

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

Topic 7: Marketing Organization and Leadership

Where is marketing located in your firm?

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	164 48.7%	96 28.5%	50 14.8%	120 35.6%	90 26.7%	51 15.1%	22 6.5%	42 12.5%
Corporate	145 88.4%	78 81.3%	44 88.0%	106 88.3% d	77 85.6%	45 88.2% d	15 68.2% ac	36 85.7%
Business unit level	45 27.4% B	44 45.8% A	17 34.0%	18 15.0% BCDE	33 36.7% ADE	22 43.1% AE	15 68.2% AB	31 73.8% ABC
Brand or product level	24 14.6% b	26 27.1% a	10 20.0%	17 14.2% E	20 22.2% e	9 17.6% e	6 27.3%	17 40.5% Abc
Field offices	24 14.6%	15 15.6%	4 8.0%	12 10.0% c	13 14.4%	11 21.6% a	4 18.2%	8 19.0%

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

Topic 7: Marketing Organization and Leadership

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

	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
Sales is in charge of marketing	27 8.2%	3 15.0%	2 11.1%	0 0.0%	0 0.0%	1 9.1%	4 8.3%	1 4.0%	5 9.8%	3 7.1%	0 0.0%	5 10.0%	3 7.9%
Sales is within the marketing function	29 8.8%	1 5.0%	1 5.6%	1 50.0% aHi	0 0.0%	1 9.1%	8 16.7% h	2 8.0%	1 2.0% Cfj	3 7.1% c	2 20.0% h	4 8.0%	4 10.5%
Sales and marketing work together on an equal level	234 71.1%	16 80.0% k	13 72.2%	1 50.0%	3 100.0%	9 81.8% k	34 70.8% k	16 64.0% h	43 84.3% gK	31 73.8% K	7 70.0%	23 46.0% aefHIL	28 73.7% k
We don't have a sales function	32 9.7%	0 0.0% gK	2 11.1%	0 0.0%	0 0.0%	0 0.0% k	1 2.1% gK	5 20.0% afH	1 2.0% GK	5 11.9% k	1 10.0%	15 30.0% AeFHiL	2 5.3% K
We have a sales function, but not a marketing function	7 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	1 4.0%	1 2.0%	0 0.0%	0 0.0%	3 6.0%	1 2.6%

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

Topic 7: Marketing Organization and Leadership

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

N=574

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
Sales is in charge of marketing	9 7.3%	11 10.7%	3 6.3%	4 8.3%	12 10.4%	4 8.2%	2 4.7%	3 12.0%	5 10.6%	1 2.8%
Sales is within the marketing function	11 8.9%	7 6.8%	4 8.3%	7 14.6%	15 13.0%	6 12.2%	4 9.3%	0 0.0%	2 4.3%	1 2.8%
Sales and marketing work together on an equal level	100 80.6%	67 65.0%	35 72.9%	27 56.3%	71 61.7%	32 65.3%	33 76.7%	20 80.0%	34 72.3%	31 86.1%
	BD	A	A	A	F	f				Ab
We don't have a sales function	2 1.6%	15 14.6%	6 12.5%	8 16.7%	14 12.2%	4 8.2%	4 9.3%	1 4.0%	6 12.8%	3 8.3%
	BCD	A	A	A						
We have a sales function, but not a marketing function	2 1.6%	3 2.9%	0 0.0%	2 4.2%	3 2.6%	3 6.1%	0 0.0%	1 4.0%	0 0.0%	0 0.0%

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

Topic 7: Marketing Organization and Leadership

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

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
Sales is in charge of marketing	17 10.4%	8 8.3%	2 4.2%	12 10.2%	6 6.8%	5 9.8%	2 9.1%	2 4.8%
Sales is within the marketing function	15 9.2%	7 7.3%	6 12.5%	14 11.9% c	11 12.5% c	1 2.0% ab	1 4.5%	1 2.4%
Sales and marketing work together on an equal level	108 66.3%	74 77.1%	34 70.8%	70 59.3% bE	65 73.9% a	38 74.5%	17 77.3%	37 88.1% A
We don't have a sales function	19 11.7%	5 5.2%	5 10.4%	17 14.4% b	5 5.7% a	6 11.8%	2 9.1%	2 4.8%
We have a sales function, but not a marketing function	4 2.5%	2 2.1%	1 2.1%	5 4.2%	1 1.1%	1 2.0%	0 0.0%	0 0.0%

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

Topic 7: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
Director of Marketing	66 19.6%	3 15.0%	2 11.1%	0 0.0%	0 0.0%	1 9.1%	13 26.5%	3 11.5%	14 26.9%	5 11.9%	2 20.0%	11 22.4%	8 20.5%
Other (please explain):	56 16.7%	3 15.0%	3 16.7%	1 33.3%	2 66.7% hkl	3 27.3%	11 22.4%	5 19.2%	6 11.5% d	8 19.0%	1 10.0%	7 14.3% d	4 10.3% d
Chief Marketing Officer	52 15.5%	2 10.0% c	2 11.1% c	2 66.7% abFhKl	0 0.0%	2 18.2%	4 8.2% C	6 23.1%	9 17.3% c	9 21.4%	2 20.0%	4 8.2% C	6 15.4% c
Vice President of Marketing	44 13.1%	2 10.0%	1 5.6%	0 0.0%	0 0.0%	2 18.2%	5 10.2%	3 11.5%	10 19.2%	7 16.7%	2 20.0%	5 10.2%	7 17.9%
CEO	40 11.9%	4 20.0%	1 5.6%	0 0.0%	0 0.0%	2 18.2%	3 6.1% k	3 11.5%	7 13.5%	3 7.1%	2 20.0%	10 20.4% f	5 12.8%
President	18 5.4%	0 0.0%	3 16.7% hi	0 0.0%	0 0.0%	0 0.0%	5 10.2%	2 7.7%	1 1.9% b	1 2.4% b	0 0.0%	3 6.1%	2 5.1%
Executive Vice President	14 4.2%	1 5.0%	2 11.1% il	0 0.0%	0 0.0%	1 9.1%	2 4.1%	2 7.7%	1 1.9%	0 0.0% bj	1 10.0% i	1 2.0%	0 0.0% b
VP of Marketing and Sales	13 3.9%	1 5.0%	2 11.1% i	0 0.0%	0 0.0%	0 0.0%	2 4.1%	1 3.8%	2 3.8%	0 0.0% b	0 0.0%	3 6.1%	2 5.1%

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

Topic 7: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
Director of Marketing	31 24.6%	21 20.0%	8 15.4%	6 12.8%	15 12.8% c	11 22.0% d	12 27.9% ad	1 4.0% bcdf	11 23.4% d	9 25.0% d
Other (please explain):	24 19.0%	13 12.4%	11 21.2%	7 14.9%	11 9.4% F	9 18.0% f	6 14.0% f	5 20.0%	7 14.9% f	14 38.9% Abce
Chief Marketing Officer	12 9.5% Cd	17 16.2%	13 25.0% A	10 21.3% a	19 16.2%	7 14.0%	8 18.6%	5 20.0%	6 12.8%	4 11.1%
Vice President of Marketing	17 13.5%	13 12.4%	8 15.4%	6 12.8%	9 7.7% Ce	5 10.0%	10 23.3% A	5 20.0%	10 21.3% a	5 13.9%
CEO	13 10.3%	14 13.3%	3 5.8%	8 17.0%	29 24.8% CdEF	7 14.0% E	2 4.7% A	1 4.0% a	0 0.0% AB	1 2.8% A
President	8 6.3%	6 5.7%	1 1.9%	1 2.1%	12 10.3% e	2 4.0%	2 4.7%	0 0.0%	0 0.0% a	1 2.8%
Executive Vice President	5 4.0%	2 1.9%	3 5.8%	3 6.4%	8 6.8%	1 2.0%	2 4.7%	0 0.0%	1 2.1%	0 0.0%
VP of Marketing and Sales	7 5.6%	4 3.8%	1 1.9%	1 2.1%	8 6.8%	5 10.0% ce	0 0.0% b	0 0.0%	0 0.0% b	0 0.0%

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

Topic 7: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
Director of Marketing	31 18.9%	19 20.0%	6 12.0%	17 14.2% bd	24 26.7% ac	5 9.8% bD	8 36.4% aC	10 23.8%
Other (please explain):	25 15.2%	14 14.7%	11 22.0%	17 14.2%	9 10.0% ce	13 25.5% b	2 9.1%	11 26.2% b
Chief Marketing Officer	29 17.7%	11 11.6%	7 14.0%	16 13.3%	20 22.2% e	7 13.7%	6 27.3% e	3 7.1% bd
Vice President of Marketing	18 11.0%	17 17.9%	8 16.0%	8 6.7% Ce	11 12.2% c	14 27.5% Ab	3 13.6%	8 19.0% a
CEO	18 11.0%	13 13.7%	9 18.0%	27 22.5% bCdE	9 10.0% a	1 2.0% A	0 0.0% a	1 2.4% A
President	12 7.3%	4 4.2%	1 2.0%	13 10.8% be	3 3.3% a	1 2.0%	0 0.0%	0 0.0% a
Executive Vice President	5 3.0%	5 5.3%	2 4.0%	9 7.5% c	3 3.3%	0 0.0% a	0 0.0%	1 2.4%
VP of Marketing and Sales	9 5.5%	1 1.1%	3 6.0%	7 5.8%	6 6.7%	0 0.0%	0 0.0%	0 0.0%

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

Topic 7: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Senior Vice President of Marketing	13 3.9%	1 5.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 2.0%	0 0.0%	1 1.9%	5 11.9%	0 0.0%	2 4.1%	2 5.1%
			d		bFGHk		D	D	D			d	
VP of Business Development	10 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	1 1.9%	2 4.8%	0 0.0%	3 6.1%	3 7.7%
VP of Sales	5 1.5%	2 10.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	0 0.0%
		hkl							a			a	a
VP of Marketing Research	3 0.9%	1 5.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
VP of Marketing Services	2 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	0 0.0%

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

Topic 7: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=574

	Economic Sector				Sales Revenue					
	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
	Senior Vice President of Marketing	2 1.6% d	6 5.7%	1 1.9%	4 8.5% a	3 2.6% D	1 2.0% d	0 0.0% D	4 16.0% AbC	3 6.4%
VP of Business Development	3 2.4%	6 5.7%	1 1.9%	0 0.0%	3 2.6%	2 4.0%	1 2.3%	0 0.0%	3 6.4%	0 0.0%
VP of Sales	2 1.6%	1 1.0%	1 1.9%	1 2.1%	0 0.0% DE	0 0.0% d	0 0.0%	2 8.0% Ab	3 6.4% A	0 0.0%
VP of Marketing Research	1 0.8%	1 1.0%	1 1.9%	0 0.0%	0 0.0% D	0 0.0% d	0 0.0%	2 8.0% Ab	1 2.1%	0 0.0%
VP of Marketing Services	1 0.8%	1 1.0%	0 0.0%	0 0.0%	0 0.0% e	0 0.0%	0 0.0%	0 0.0%	2 4.3% a	0 0.0%

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

Topic 7: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Senior Vice President of Marketing	5 3.0%	6 6.3%	1 2.0%	1 0.8% cE	3 3.3%	4 7.8% a	1 4.5%	4 9.5% A
VP of Business Development	6 3.7%	3 3.2%	0 0.0%	5 4.2%	2 2.2%	1 2.0%	0 0.0%	2 4.8%
VP of Sales	2 1.2%	2 2.1%	1 2.0%	0 0.0% de	0 0.0% de	1 2.0%	1 4.5% ab	2 4.8% ab
VP of Marketing Research	2 1.2%	0 0.0%	1 2.0%	0 0.0% cd	0 0.0% d	2 3.9% a	1 4.5% ab	0 0.0%
VP of Marketing Services	2 1.2%	0 0.0%	0 0.0%	0 0.0% c	0 0.0%	2 3.9% a	0 0.0%	0 0.0%

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

Topic 7: Marketing Organization and Leadership

How many reporting levels are between you and the CEO?

N=574 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
	Number	574	20	18	3	3	11	49	26	53	43	10	51
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
Number of reporting levels	324 1.3 1.6	18 0.9 1.1 D	17 0.9 1.4 D	3 0.7 0.6	3 4.3 3.8 ABfGHijKl	11 1.8 1.6 K	49 1.7 1.6 dgK	23 0.9 1.4 Df	52 1.4 1.5 Dk	42 1.6 1.9 dK	10 0.7 0.9 d	47 0.7 1.0 DEFhI	38 1.2 1.8 d

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

Topic 7: Marketing Organization and Leadership

How many reporting levels are between you and the CEO?

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	153	151	63	69	121	50	43	25	47
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
Number of reporting levels	122 1.3 1.5	99 1.1 1.3 c	49 1.7 2.0 b	48 1.3 1.7	112 0.4 0.7 BCDEF	49 0.8 0.8 ACDEF	43 1.4 1.1 ABF	25 1.6 1.5 ABF	45 1.8 1.6 ABF	36 3.4 2.0 ABCDE

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

Topic 7: Marketing Organization and Leadership

How many reporting levels are between you and the CEO?

N=574 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
Number of reporting levels	1.0	1.6	1.4	0.4	1.1	1.6	2.5	2.9
	1.2	1.9	1.7	0.9	1.0	1.2	2.2	2.1
	B	A		BCDE	AcDE	AbdE	ABc	ABC

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

Topic 7: Marketing Organization and Leadership

How many reports do you have?

N=574 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	574	20	18	3	3	11	49	26	53	43	10
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
Direct reports	322	19	18	2	3	11	48	22	51	42	10	46	39
	7.2	5.2	4.3	25.5	2.3	9.0	7.5	6.0	4.6	5.5	6.3	4.4	7.1
	25.9	4.3	3.1	34.6	2.5	8.2	10.6	4.6	5.2	5.6	6.3	4.9	11.2
		C	Ce	ABfGHIKI		bhk	c	C	Ce	C		Ce	c
Indirect reports	257	13	14	1	3	11	37	15	41	35	9	39	31
	17.0	7.5	14.4	6.0	0.7	57.2	14.0	28.9	11.6	13.4	27.0	22.6	11.5
	43.2	6.8	19.4	---	1.2	76.5	27.0	35.7	27.0	23.6	33.7	84.1	22.4
		eg				aFHIL	E	al	E	E			Eg

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

Topic 7: Marketing Organization and Leadership

How many reports do you have?

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	153	151	63	69	121	50	43	25	47
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
Direct reports	121 6.4 8.3 b	100 4.4 4.0 acd	49 6.6 9.1 b	47 7.1 9.6 b	112 4.2 5.7 bDe	49 7.1 10.7 a	43 5.2 5.1 d	25 10.3 11.4 Ac	44 6.8 8.1 a	36 6.1 5.6
Indirect reports	95 12.9 27.6	84 17.2 59.6	38 21.6 28.2	37 23.1 46.4	85 10.8 24.3 E	36 11.4 16.7	36 10.5 14.6	20 12.7 17.0	37 40.1 88.0 A	33 23.1 54.3

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

Topic 7: Marketing Organization and Leadership

How many reports do you have?

N=574 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
Direct reports	158	93	50	114	89	49	22	42
	5.7	6.6	5.4	3.8	12.3	6.5	6.4	7.4
	8.1	7.3	7.6	5.5	47.9	7.6	5.8	7.4
				cdE		a	a	A
Indirect reports	124	76	39	83	71	45	15	38
	14.3	21.9	13.6	7.8	13.3	15.0	27.2	42.9
	51.7	38.7	20.9	18.9	22.6	25.4	31.5	95.1
				DE	de		Ab	Ab

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

Topic 7: Marketing Organization and Leadership

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

N=574 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	574	20	18	3	3	11	49	26	53	43	10	51	40
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
In your current role?	330	19	18	3	3	10	48	25	52	42	10	50	39
	4.6	4.5	6.1	5.7	2.5	2.8	4.4	7.2	3.5	5.3	3.4	4.4	3.7
	4.7	6.0	5.8	1.5	1.8	1.1	3.7	7.1	4.0	5.7	1.9	3.4	4.6
			h	E		C	g	fHkl	bG			g	g
In any role?	306	16	16	1	3	10	47	21	46	42	10	48	38
	9.0	10.4	8.9	26.0	4.3	6.9	12.6	11.3	6.4	8.9	12.5	6.5	8.5
	8.4	10.8	7.2	---	1.5	7.7	9.0	9.4	6.7	6.8	14.0	5.6	8.9
							HiKl	hk	Fgj	f	hk	Fgj	f

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

Topic 7: Marketing Organization and Leadership

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

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	153	151	63	69	121	50	43	25	47
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
In your current role?	121 3.8 3.0 B	106 5.3 5.1 A	49 4.1 4.6	48 5.0 5.6	117 5.3 5.2 F	50 6.0 7.3 F	43 4.2 2.9 F	25 3.6 2.2 f	45 3.8 2.9 f	36 2.6 1.7 ABCde
In any role?	111 9.4 8.6	99 8.1 6.8	45 9.5 9.2	46 9.2 9.6	104 7.8 8.2 f	45 10.5 9.3	42 9.5 9.2	24 8.5 6.6	44 8.9 7.6	35 11.0 9.0 a

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

Topic 7: Marketing Organization and Leadership

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

N=574 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
In your current role?	163	96	50	120	88	51	22	42
	4.8	4.9	3.8	5.9	4.0	3.9	3.1	3.0
	4.9	5.1	3.2	6.1	3.6	2.9	1.7	2.0
				BcdE	A	a	a	A
In any role?	151	91	45	103	85	50	22	41
	8.2	11.4	7.4	8.2	8.8	9.0	7.8	11.4
	8.0	9.4	7.1	8.5	8.5	8.0	6.3	8.3
	B	Ac	b	e				a

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Is collected on a regular basis

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Not at all	10 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	4 7.7%	0 0.0%	0 0.0%	5 10.0%	0 0.0%
2=	21 6.5%	0 0.0%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	3 6.3%	3 11.5%	3 5.8%	4 9.8%	1 11.1%	3 6.0%	2 5.3%
3=	23 7.1%	1 5.3%	2 11.8%	0 0.0%	1 33.3%	1 9.1%	2 4.2%	3 11.5%	4 7.7%	3 7.3%	1 11.1%	4 8.0%	1 2.6%
4=	49 15.2%	3 15.8%	3 17.6%	1 50.0%	0 0.0%	3 27.3%	8 16.7%	4 15.4%	3 5.8%	4 9.8%	1 11.1%	11 22.0%	6 15.8%
5=	52 16.1%	4 21.1%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	8 16.7%	5 19.2%	11 21.2%	7 17.1%	1 11.1%	6 12.0%	7 18.4%
6=	68 21.1%	8 42.1%	6 35.3%	1 50.0%	1 33.3%	3 27.3%	8 16.7%	2 7.7%	10 19.2%	6 14.6%	1 11.1%	11 22.0%	10 26.3%
7=All the time	99 30.7%	3 15.8%	4 23.5%	0 0.0%	1 33.3%	2 18.2%	19 39.6%	8 30.8%	17 32.7%	17 41.5%	4 44.4%	10 20.0%	12 31.6%
Mean	5.2	5.5	5.1	5.0	5.3	5.2	5.5	4.8	5.2	5.4	5.3	4.7	5.5
SD	1.7	1.1	1.8	1.4	2.1	1.3	1.6	1.9	1.9	1.7	1.9	1.9	1.4

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Is collected on a regular basis

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
1=Not at all	2 1.7% b	7 6.9% a	0 0.0%	1 2.1%	6 5.1%	3 6.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=	7 5.8%	8 7.9%	3 6.3%	3 6.3%	11 9.4%	5 10.0%	2 4.8%	1 4.0%	2 4.5%	0 0.0%
3=	9 7.5%	8 7.9%	2 4.2%	4 8.3%	9 7.7%	5 10.0%	2 4.8%	3 12.0%	3 6.8%	1 2.7%
4=	18 15.0%	16 15.8%	6 12.5%	7 14.6%	24 20.5% d	8 16.0% d	6 14.3%	0 0.0% abf	4 9.1%	7 18.9% d
5=	24 20.0%	14 13.9%	6 12.5%	8 16.7%	15 12.8% c	10 20.0%	11 26.2% af	5 20.0%	6 13.6%	3 8.1% c
6=	20 16.7% c	23 22.8%	15 31.3% a	10 20.8%	23 19.7%	7 14.0%	8 19.0%	8 32.0%	13 29.5%	9 24.3%
7=All the time	40 33.3%	25 24.8%	16 33.3%	15 31.3%	29 24.8% f	12 24.0% f	13 31.0%	8 32.0%	16 36.4%	17 45.9% ab
Mean	5.3	4.9	5.6	5.3	4.8	4.7	5.4	5.6	5.7	5.9
SD	1.6	1.9 c	1.5 b	1.7	1.8 EF	1.9 cdEF	1.4 b	1.5 b	1.5 AB	1.3 AB

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Is collected on a regular basis

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Not at all	9 5.5% b	0 0.0% a	0 0.0%	8 6.8%	1 1.2%	0 0.0%	0 0.0%	0 0.0%
2=	12 7.4%	6 6.3%	3 6.1%	12 10.3%	5 5.9%	2 4.0%	1 4.8%	1 2.4%
3=	14 8.6%	7 7.4%	2 4.1%	7 6.0%	8 9.4% e	7 14.0% e	1 4.8%	0 0.0% bc
4=	25 15.3%	15 15.8%	7 14.3%	24 20.5% C	13 15.3% c	2 4.0% Ab	3 14.3%	5 12.2%
5=	26 16.0%	18 18.9%	6 12.2%	18 15.4%	14 16.5%	11 22.0%	2 9.5%	5 12.2%
6=	35 21.5%	19 20.0%	12 24.5%	22 18.8%	16 18.8%	15 30.0%	7 33.3%	7 17.1%
7=All the time	42 25.8%	30 31.6%	19 38.8%	26 22.2% E	28 32.9% e	13 26.0% E	7 33.3%	23 56.1% AbC
Mean	5.0	5.3	5.6	4.7	5.3	5.4	5.6	6.1
SD	1.8 c	1.5	1.5 a	1.9 bcdE	1.6 aE	1.5 ae	1.5 a	1.3 ABc

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Is shared vertically across different levels of the firm and business units

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Not at all	17 5.3%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	1 4.0%	5 9.8%	1 2.4%	0 0.0%	6 12.0%	2 5.1%
2=	30 9.4%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	1 9.1%	4 8.5%	3 12.0%	4 7.8%	4 9.8%	1 11.1%	8 16.0%	4 10.3%
3=	21 6.6%	0 0.0%	1 6.3%	0 0.0%	1 33.3%	1 9.1%	6 12.8%	2 8.0%	5 9.8%	1 2.4%	1 11.1%	0 0.0%	1 2.6%
			d		aiKl	k	k	k	k	d	k	Defghj	d
4=	59 18.5%	6 31.6%	5 31.3%	0 0.0%	0 0.0%	2 18.2%	7 14.9%	7 28.0%	6 11.8%	7 17.1%	1 11.1%	12 24.0%	6 15.4%
5=	79 24.8%	6 31.6%	2 12.5%	2 100.0%	1 33.3%	4 36.4%	8 17.0%	5 20.0%	11 21.6%	15 36.6%	3 33.3%	10 20.0%	11 28.2%
			c	bFghkl			Ci	c	c	f		c	c
6=	63 19.7%	5 26.3%	2 12.5%	0 0.0%	0 0.0%	3 27.3%	10 21.3%	2 8.0%	12 23.5%	10 24.4%	1 11.1%	11 22.0%	6 15.4%
7=All the time	50 15.7%	2 10.5%	4 25.0%	0 0.0%	1 33.3%	0 0.0%	11 23.4%	5 20.0%	8 15.7%	3 7.3%	2 22.2%	3 6.0%	9 23.1%
			k				ik			f		bfl	k
Mean	4.7	5.2	4.8	5.0	5.0	4.6	4.9	4.5	4.6	4.8	4.9	4.1	4.9
SD	1.7	1.0	1.8	0.0	2.0	1.3	1.7	1.8	1.9	1.4	1.7	1.8	1.8
		k					k					af	

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Is shared vertically across different levels of the firm and business units

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
1=Not at all	5 4.2%	9 8.9%	1 2.1%	2 4.2%	9 7.9%	5 10.0% c	0 0.0% b	1 4.0%	1 2.2%	0 0.0%
2=	10 8.5%	11 10.9%	3 6.3%	5 10.4%	13 11.4%	7 14.0%	2 4.8%	1 4.0%	6 13.3%	1 2.8%
3=	13 11.0%	4 4.0%	1 2.1%	3 6.3%	5 4.4% D	3 6.0%	4 9.5%	5 20.0% Aef	1 2.2% d	1 2.8% d
4=	19 16.1%	22 21.8%	9 18.8%	9 18.8%	20 17.5% f	7 14.0% f	10 23.8%	3 12.0%	6 13.3% f	12 33.3% abe
5=	25 21.2%	25 24.8%	16 33.3%	13 27.1%	25 21.9%	12 24.0%	11 26.2%	6 24.0%	14 31.1%	9 25.0%
6=	24 20.3%	19 18.8%	9 18.8%	10 20.8%	24 21.1%	7 14.0%	7 16.7%	6 24.0%	11 24.4%	7 19.4%
7=All the time	22 18.6%	11 10.9%	9 18.8%	6 12.5%	18 15.8%	9 18.0%	8 19.0%	3 12.0%	6 13.3%	6 16.7%
Mean	4.8	4.4	5.1	4.7	4.6	4.4	5.0	4.7	4.8	5.1
SD	1.7	1.8 c	1.5 b	1.6	1.8	2.0	1.4	1.6	1.6	1.3

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Is shared vertically across different levels of the firm and business units

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=574								
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Not at all	14 8.6% b	1 1.1% a	1 2.0%	12 10.5% be	2 2.4% a	2 3.9%	0 0.0%	0 0.0% a
2=	17 10.4%	5 5.4%	5 10.2%	12 10.5%	9 10.6%	4 7.8%	3 15.0%	2 4.9%
3=	11 6.7%	8 8.6%	1 2.0%	4 3.5% b	9 10.6% a	4 7.8%	1 5.0%	2 4.9%
4=	31 19.0%	17 18.3%	10 20.4%	21 18.4%	10 11.8% c	14 27.5% b	5 25.0%	7 17.1%
5=	41 25.2%	26 28.0%	10 20.4%	26 22.8%	21 24.7%	15 29.4%	5 25.0%	10 24.4%
6=	27 16.6%	20 21.5%	12 24.5%	23 20.2%	16 18.8%	9 17.6%	2 10.0%	11 26.8%
7=All the time	22 13.5%	16 17.2%	10 20.4%	16 14.0%	18 21.2% c	3 5.9% be	4 20.0%	9 22.0% c
Mean	4.5	5.0	5.0	4.5	4.9	4.5	4.7	5.3
SD	1.8 bc	1.5 a	1.6 a	1.9 e	1.7	1.4 E	1.7	1.4 aC

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Is shared horizontally across different functions and business units

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Not at all	17 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	3 12.0%	5 9.6%	0 0.0%	0 0.0%	6 12.0%	2 5.3%
2=	28 8.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	3 6.4%	2 8.0%	5 9.6%	5 12.2%	1 11.1%	7 14.0%	4 10.5%
3=	29 9.1%	2 10.5%	3 18.8%	0 0.0%	1 33.3%	1 9.1%	6 12.8%	2 8.0%	5 9.6%	2 4.9%	1 11.1%	1 2.0%	2 5.3%
4=	53 16.6%	8 42.1%	4 25.0%	0 0.0%	0 0.0%	2 18.2%	7 14.9%	5 20.0%	5 9.6%	6 14.6%	1 11.1%	10 20.0%	5 13.2%
5=	87 27.3%	5 26.3%	2 12.5%	1 50.0%	1 33.3%	4 36.4%	12 25.5%	6 24.0%	12 23.1%	17 41.5%	3 33.3%	10 20.0%	14 36.8%
6=	59 18.5%	2 10.5%	2 12.5%	1 50.0%	0 0.0%	2 18.2%	10 21.3%	3 12.0%	10 19.2%	8 19.5%	1 11.1%	13 26.0%	6 15.8%
7=All the time	46 14.4%	2 10.5%	5 31.3%	0 0.0%	1 33.3%	1 9.1%	8 17.0%	4 16.0%	10 19.2%	3 7.3%	2 22.2%	3 6.0%	5 13.2%
Mean	4.6	4.7	5.1	5.5	5.0	4.7	4.9	4.4	4.6	4.7	4.9	4.2	4.7
SD	1.7	1.2	1.6	0.7	2.0	1.4	1.6	1.9	1.9	1.4	1.7	1.9	1.7

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Is shared horizontally across different functions and business units

N=574

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
1=Not at all	5 4.2%	8 7.9%	3 6.4%	1 2.1%	9 7.9%	4 8.0%	1 2.4%	1 4.0%	1 2.2%	0 0.0%
2=	9 7.6%	11 10.9%	3 6.4%	4 8.3%	12 10.5%	4 8.0%	2 4.8%	1 4.0%	7 15.6%	2 5.6%
3=	12 10.1%	9 8.9%	4 8.5%	4 8.3%	5 4.4%	7 14.0%	4 9.5%	3 12.0%	5 11.1%	4 11.1%
4=	20 16.8%	17 16.8%	8 17.0%	8 16.7%	16 14.0%	5 10.0%	12 28.6%	5 20.0%	7 15.6%	7 19.4%
5=	30 25.2%	25 24.8%	12 25.5%	19 39.6%	29 25.4%	12 24.0%	9 21.4%	8 32.0%	15 33.3%	11 30.6%
6=	23 19.3%	20 19.8%	7 14.9%	8 16.7%	24 21.1%	11 22.0%	8 19.0%	4 16.0%	6 13.3%	5 13.9%
7=All the time	20 16.8%	11 10.9%	10 21.3%	4 8.3%	19 16.7%	7 14.0%	6 14.3%	3 12.0%	4 8.9%	7 19.4%
Mean	4.8	4.4	4.8	4.7	4.7	4.6	4.8	4.7	4.4	4.9
SD	1.7	1.8	1.8	1.4	1.8	1.8	1.5	1.5	1.6	1.5

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Is shared horizontally across different functions and business units

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Not at all	14 8.6% bc	1 1.1% a	0 0.0% a	10 8.8%	4 4.7%	2 3.9%	0 0.0%	0 0.0%
2=	15 9.2%	8 8.5%	4 8.3%	12 10.5%	5 5.9%	4 7.8%	3 15.0%	4 9.8%
3=	20 12.3%	7 7.4%	2 4.2%	6 5.3%	10 11.8%	7 13.7%	1 5.0%	5 12.2%
4=	27 16.6%	17 18.1%	7 14.6%	15 13.2%	13 15.3%	13 25.5%	4 20.0%	6 14.6%
5=	37 22.7%	30 31.9%	16 33.3%	29 25.4%	21 24.7%	15 29.4%	7 35.0%	11 26.8%
6=	33 20.2%	16 17.0%	8 16.7%	24 21.1%	19 22.4%	7 13.7%	1 5.0%	7 17.1%
7=All the time	17 10.4% c	15 16.0%	11 22.9% a	18 15.8%	13 15.3%	3 5.9% e	4 20.0%	8 19.5% c
Mean	4.4	4.9	5.1	4.6	4.8	4.3	4.7	4.9
SD	1.8 bC	1.5 a	1.5 A	1.9	1.7	1.5	1.6	1.6

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Shapes the design of firm strategies

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Not at all	16 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	2 8.0%	5 9.6%	1 2.4%	1 11.1%	4 8.0%	2 5.1%
2=	14 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1% h	1 2.1%	2 8.0% h	0 0.0% egik	4 9.8% h	0 0.0%	4 8.0% h	2 5.1%
3=	24 7.5%	1 5.3%	3 18.8% F	0 0.0%	0 0.0%	0 0.0%	0 0.0% Bkl	2 8.0%	4 7.7%	2 4.9%	0 0.0%	6 12.0% f	5 12.8% f
4=	71 22.2%	6 31.6% l	2 12.5%	0 0.0%	0 0.0%	4 36.4% l	11 23.4%	10 40.0% hkL	9 17.3% g	13 31.7% L	3 33.3% l	9 18.0% g	3 7.7% aeGlj
5=	72 22.5%	5 26.3% c	3 18.8% c	2 100.0% abefghiJkl	0 0.0%	2 18.2% c	14 29.8% c	4 16.0% c	12 23.1% c	10 24.4% c	0 0.0% C	10 20.0% c	9 23.1% c
6=	77 24.1%	7 36.8% G	5 31.3% g	0 0.0%	2 66.7% Gh	3 27.3% g	14 29.8% g	1 4.0% AbDefjkl	9 17.3% d	9 22.0%	3 33.3% g	11 22.0% g	11 28.2% g
7=All the time	46 14.4%	0 0.0% dhj	3 18.8%	0 0.0%	1 33.3% a	1 9.1%	6 12.8%	4 16.0%	13 25.0% ai	2 4.9% h	2 22.2% a	6 12.0%	7 17.9%
Mean	4.8	4.9	5.2	5.0	6.3	4.8	5.2	4.2	5.0	4.5	5.0	4.5	4.9
SD	1.6	1.0 d	1.4	0.0	0.6 agi	1.4	1.3 gik	1.7 df	1.8	1.4 df	1.9	1.8 f	1.7

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Shapes the design of firm strategies

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
1=Not at all	4 3.4%	7 6.9%	2 4.2%	3 6.3%	6 5.2%	5 10.0% c	0 0.0% b	2 8.0%	2 4.4%	0 0.0%
2=	2 1.7% d	7 6.9%	1 2.1%	4 8.3% a	8 7.0%	3 6.0%	1 2.4%	0 0.0%	2 4.4%	0 0.0%
3=	7 5.9%	9 8.9%	2 4.2%	6 12.5%	12 10.4%	5 10.0%	2 4.8%	2 8.0%	1 2.2%	2 5.6%
4=	24 20.2% c	18 17.8% c	17 35.4% ab	11 22.9%	19 16.5%	9 18.0%	11 26.2%	7 28.0%	13 28.9%	11 30.6%
5=	27 22.7%	22 21.8%	12 25.0%	11 22.9%	23 20.0%	12 24.0%	12 28.6%	5 20.0%	12 26.7%	7 19.4%
6=	33 27.7%	25 24.8%	8 16.7%	9 18.8%	29 25.2%	11 22.0%	9 21.4%	6 24.0%	10 22.2%	10 27.8%
7=All the time	22 18.5%	13 12.9%	6 12.5%	4 8.3%	18 15.7%	5 10.0%	7 16.7%	3 12.0%	5 11.1%	6 16.7%
Mean	5.1	4.7	4.8	4.4	4.8	4.5	5.1	4.7	4.8	5.2
SD	1.5 bD	1.7 a	1.4	1.6 A	1.7	1.8 cf	1.3 b	1.6	1.5	1.2 b

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Shapes the design of firm strategies

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Not at all	13 8.0% bc	1 1.1% a	0 0.0% a	9 7.8%	2 2.4%	3 5.9%	1 5.0%	0 0.0%
2=	7 4.3%	5 5.3%	1 2.0%	7 6.1%	4 4.7%	1 2.0%	0 0.0%	1 2.4%
3=	14 8.6%	6 6.4%	3 6.1%	10 8.7%	9 10.6%	3 5.9%	1 5.0%	1 2.4%
4=	42 25.8%	17 18.1%	10 20.4%	20 17.4% c	17 20.0%	18 35.3% a	6 30.0%	8 19.5%
5=	28 17.2% B	34 36.2% A	10 20.4%	24 20.9%	22 25.9%	8 15.7%	7 35.0%	11 26.8%
6=	38 23.3%	23 24.5%	14 28.6%	29 25.2%	16 18.8%	14 27.5%	3 15.0%	12 29.3%
7=All the time	21 12.9%	8 8.5% c	11 22.4% b	16 13.9%	15 17.6%	4 7.8%	2 10.0%	8 19.5%
Mean	4.6	4.9	5.3	4.7	4.9	4.7	4.8	5.4
SD	1.7 C	1.3	1.3 A	1.7 e	1.5	1.5 e	1.4	1.2 ac

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Influences the implementation of firm strategies

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Not at all	13 4.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	2 8.0%	5 9.8% i	0 0.0% hj	1 11.1% i	3 6.1%	1 2.6%
2=	10 3.1%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 9.1% h	1 2.1%	1 4.0%	0 0.0% e	3 7.3%	0 0.0%	2 4.1%	1 2.6%
3=	24 7.5%	1 5.3%	3 18.8%	0 0.0%	0 0.0%	0 0.0%	2 4.3%	2 8.0%	3 5.9%	5 12.2%	1 11.1%	5 10.2%	2 5.1%
4=	56 17.6%	4 21.1%	1 6.3%	1 50.0%	0 0.0%	3 27.3%	7 14.9%	6 24.0%	6 11.8%	7 17.1%	1 11.1%	8 16.3%	11 28.2%
5=	73 23.0%	5 26.3%	4 25.0%	0 0.0%	1 33.3%	3 27.3%	11 23.4%	7 28.0%	10 19.6%	10 24.4%	1 11.1%	13 26.5%	6 15.4%
6=	94 29.6%	8 42.1% g	5 31.3%	1 50.0%	1 33.3%	2 18.2%	19 40.4% g	3 12.0% af	14 27.5%	13 31.7%	3 33.3%	11 22.4%	12 30.8%
7=All the time	48 15.1%	0 0.0% dhj	3 18.8%	0 0.0%	1 33.3% a	2 18.2%	6 12.8%	4 16.0%	13 25.5% ai	3 7.3% h	2 22.2% a	7 14.3%	6 15.4%
Mean	5.0	4.9	5.3	5.0	6.0	5.0	5.3	4.6	5.2	4.8	5.0	4.8	5.1
SD	1.5	1.2	1.4	1.4	1.0	1.5	1.3	1.7	1.8	1.4	2.0	1.6	1.5

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Influences the implementation of firm strategies

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
1=Not at all	4 3.4%	6 6.0%	1 2.1%	2 4.2%	6 5.3%	4 8.0%	0 0.0%	2 8.3%	1 2.2%	0 0.0%
2=	2 1.7%	4 4.0%	2 4.3%	2 4.2%	6 5.3%	2 4.0%	1 2.4%	0 0.0%	1 2.2%	0 0.0%
3=	7 5.9%	10 10.0%	1 2.1%	6 12.5%	10 8.8%	5 10.0%	2 4.8%	2 8.3%	2 4.4%	3 8.3%
4=	19 16.1%	13 13.0%	11 23.4%	11 22.9%	23 20.2%	8 16.0%	6 14.3%	5 20.8%	8 17.8%	6 16.7%
5=	20 16.9% c	27 27.0%	15 31.9% a	11 22.9%	21 18.4%	12 24.0%	13 31.0%	4 16.7%	14 31.1%	6 16.7%
6=	45 38.1% c	26 26.0%	10 21.3% a	11 22.9%	31 27.2%	14 28.0%	12 28.6%	8 33.3%	13 28.9%	14 38.9%
7=All the time	21 17.8%	14 14.0%	7 14.9%	5 10.4%	17 14.9%	5 10.0%	8 19.0%	3 12.5%	6 13.3%	7 19.4%
Mean	5.3	4.9	5.0	4.7	4.8	4.7	5.4	4.9	5.1	5.4
SD	1.5 bd	1.6 a	1.4	1.5 a	1.7 f	1.7 cf	1.2 b	1.7	1.3	1.2 ab

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Influences the implementation of firm strategies

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Not at all	11 6.8% b	1 1.1% a	0 0.0%	8 7.0%	2 2.4%	2 3.9%	1 5.0%	0 0.0%
2=	4 2.5%	5 5.3%	1 2.0%	4 3.5%	3 3.6%	1 2.0%	0 0.0%	0 0.0%
3=	14 8.7%	6 6.4%	4 8.2%	7 6.1%	9 10.7%	3 5.9%	2 10.0%	3 7.3%
4=	31 19.3%	16 17.0%	9 18.4%	24 21.1%	12 14.3%	9 17.6%	5 25.0%	5 12.2%
5=	37 23.0%	22 23.4%	11 22.4%	22 19.3%	21 25.0%	16 31.4%	5 25.0%	7 17.1%
6=	44 27.3%	35 37.2%	13 26.5%	34 29.8%	21 25.0%	16 31.4%	4 20.0%	17 41.5%
7=All the time	20 12.4%	9 9.6% c	11 22.4% b	15 13.2%	16 19.0%	4 7.8%	3 15.0%	9 22.0%
Mean	4.8	5.1	5.3	4.8	5.1	5.0	4.9	5.6
SD	1.6	1.4	1.3	1.6 E	1.5	1.4 e	1.5 e	1.2 Ac

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Impacts the evaluation of firm strategies

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Not at all	14 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	2 8.0%	5 10.0% i	0 0.0% hj	1 11.1% i	3 6.0%	2 5.3%
2=	11 3.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1% h	1 2.1%	3 12.0% hl	0 0.0% eg	3 7.3%	0 0.0%	3 6.0%	0 0.0% g
3=	26 8.2%	2 10.5%	2 12.5%	0 0.0%	0 0.0%	0 0.0%	2 4.3%	1 4.0%	5 10.0%	4 9.8%	1 11.1%	6 12.0%	3 7.9%
4=	63 19.9%	6 31.6% h	3 18.8%	0 0.0%	1 33.3%	4 36.4% h	9 19.1%	6 24.0%	5 10.0% ae	9 22.0%	2 22.2%	9 18.0%	7 18.4%
5=	70 22.1%	5 26.3% c	4 25.0% c	2 100.0% abfgHiKl	0 0.0%	3 27.3%	11 23.4% c	7 28.0% c	9 18.0% C	9 22.0% c	2 22.2%	9 18.0% C	8 21.1% c
6=	88 27.8%	6 31.6%	4 25.0%	0 0.0%	1 33.3%	1 9.1%	19 40.4% G	2 8.0% Fkl	13 26.0%	11 26.8%	2 22.2%	14 28.0% g	13 34.2% g
7=All the time	45 14.2%	0 0.0% dh	3 18.8%	0 0.0%	1 33.3% a	2 18.2%	4 8.5% h	4 16.0%	13 26.0% af	5 12.2%	1 11.1%	6 12.0%	5 13.2%
Mean	4.9	4.8	5.2	5.0	5.7	4.8	5.1	4.4	5.1	4.9	4.6	4.7	5.1
SD	1.5	1.0	1.3	0.0	1.5	1.5	1.3 g	1.8 f	1.9	1.4	1.8	1.7	1.5

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Impacts the evaluation of firm strategies

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
1=Not at all	4 3.4%	6 5.9%	2 4.2%	2 4.2%	6 5.2%	5 10.2% c	0 0.0% b	2 8.3%	1 2.2%	0 0.0%
2=	2 1.7%	5 5.0%	3 6.3%	1 2.1%	7 6.1%	1 2.0%	1 2.4%	0 0.0%	2 4.4%	0 0.0%
3=	8 6.9%	11 10.9%	3 6.3%	4 8.3%	11 9.6%	7 14.3% e	2 4.8%	3 12.5%	1 2.2% b	2 5.7%
4=	22 19.0%	13 12.9% D	11 22.9%	15 31.3% B	20 17.4%	10 20.4%	9 21.4%	4 16.7%	10 22.2%	8 22.9%
5=	20 17.2%	26 25.7%	13 27.1%	11 22.9%	22 19.1%	10 20.4%	10 23.8%	5 20.8%	12 26.7%	9 25.7%
6=	43 37.1% cd	25 24.8%	10 20.8% a	9 18.8% a	32 27.8%	12 24.5%	12 28.6%	7 29.2%	12 26.7%	11 31.4%
7=All the time	17 14.7%	15 14.9%	6 12.5%	6 12.5%	17 14.8%	4 8.2%	8 19.0%	3 12.5%	7 15.6%	5 14.3%
Mean	5.1	4.8	4.8	4.7	4.8	4.4	5.3	4.8	5.1	5.3
SD	1.5	1.7	1.6	1.5	1.7	1.7 cf	1.3 b	1.7	1.4	1.1 b

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

Topic 7: Marketing Organization and Leadership

Information about customers and competitors: Impacts the evaluation of firm strategies

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Not at all	11 6.8% b	1 1.1% a	1 2.0%	8 7.0%	3 3.6%	2 3.9%	1 5.0%	0 0.0%
2=	4 2.5%	6 6.5%	1 2.0%	6 5.2%	3 3.6%	1 2.0%	1 5.0%	0 0.0%
3=	16 9.9%	7 7.5%	3 6.1%	10 8.7%	9 10.8%	4 7.8%	1 5.0%	2 5.0%
4=	36 22.2%	15 16.1%	10 20.4%	23 20.0%	14 16.9%	11 21.6%	5 25.0%	7 17.5%
5=	34 21.0%	25 26.9%	9 18.4%	20 17.4%	18 21.7%	13 25.5%	6 30.0%	10 25.0%
6=	41 25.3%	30 32.3%	15 30.6%	33 28.7%	20 24.1%	17 33.3%	3 15.0%	13 32.5%
7=All the time	20 12.3%	9 9.7%	10 20.4%	15 13.0%	16 19.3% c	3 5.9% be	3 15.0%	8 20.0% c
Mean	4.7	5.0	5.2	4.7	5.0	4.9	4.8	5.5
SD	1.6 c	1.4	1.4 a	1.7 e	1.6	1.4 e	1.6	1.2 ac

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

Topic 8: Marketing Metrics

Distribute 100 points to reflect the frequency with which your firm uses these metrics to assess the impact of marketing.

N=325 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	325	18	17	2	3	11	45	23	49	41	9
Percent	100.0%	6.0%	5.6%	0.7%	1.0%	3.7%	15.0%	7.6%	16.3%	13.6%	3.0%	15.9%	11.6%
The impact of marketing actions on revenues	325	18	17	2	3	11	45	23	49	41	9	48	35
	37.3	39.3	46.5	60.0	25.0	24.8	33.3	41.5	43.8	32.7	42.2	34.2	33.8
	24.9	21.2	31.9	56.6	5.0	17.5	21.4	26.3	29.4	20.6	12.8	26.4	22.6
The impact of marketing actions on costs	325	18	17	2	3	11	45	23	49	41	9	48	35
	20.7	21.4	17.4	10.0	13.3	18.2	27.0	14.1	18.4	27.0	15.6	18.1	19.6
	22.3	25.9	25.1	14.1	11.5	22.8	23.4	12.3	23.1	24.8	16.3	19.6	23.9
The impact of marketing actions on customer retention	325	18	17	2	3	11	45	23	49	41	9	48	35
	15.1	10.9	13.5	10.0	20.0	12.3	12.8	22.2	12.1	16.3	15.6	18.0	19.7
	15.6	10.5	13.2	14.1	5.0	15.2	12.8	25.2	12.9	12.1	8.1	20.6	16.9
The impact of marketing actions on brand value	325	18	17	2	3	11	45	23	49	41	9	48	35
	11.3	10.6	11.2	10.0	16.7	20.0	9.6	6.3	10.7	13.8	11.7	12.2	10.8
	13.5	9.2	9.6	14.1	10.4	27.3	12.4	9.2	10.8	12.8	9.0	17.4	15.7
The impact of marketing actions on profits	325	18	17	2	3	11	45	23	49	41	9	48	35
	13.4	17.2	10.6	10.0	25.0	13.6	15.3	14.8	12.6	9.3	12.8	13.7	15.6
	14.8	13.6	10.0	14.1	5.0	10.7	16.1	13.8	14.2	10.2	8.7	17.5	20.4
The impact of marketing actions on stock market performance	325	18	17	2	3	11	45	23	49	41	9	48	35
	2.2	0.6	0.9	0.0	0.0	11.1	2.1	1.1	2.4	1.0	2.2	3.9	0.6
	7.5	2.4	2.6	0.0	0.0	11.8	4.7	5.2	5.9	2.6	3.6	15.0	2.0
		E	E			ABFGHIJL	E	E	E	E	e		E

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

Topic 8: Marketing Metrics

Distribute 100 points to reflect the frequency with which your firm uses these metrics to assess the impact of marketing.

N=325 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	117	104	50	52	115	44	40	24	43
Percent	36.2%	32.2%	15.5%	16.1%	38.2%	14.6%	13.3%	8.0%	14.3%	11.6%
The impact of marketing actions on revenues	117 37.9 25.2	104 35.2 26.6	50 39.3 20.5	52 38.4 25.3	115 36.9 27.6	44 41.9 25.3	40 36.0 23.1	24 30.8 23.8	43 35.6 21.1	35 41.9 24.2
The impact of marketing actions on costs	117 22.2 23.7	104 24.1 25.0 cd	50 15.7 14.5 b	52 15.3 18.0 b	115 19.6 21.6 df	44 20.4 21.1 f	40 23.1 22.9 F	24 31.3 35.2 aF	43 21.8 21.9 F	35 10.6 9.2 abCDE
The impact of marketing actions on customer retention	117 13.5 14.0	104 16.6 17.7	50 12.9 11.0	52 18.0 18.0	115 15.9 16.1	44 17.7 20.9	40 11.3 10.3 e	24 14.4 13.6	43 17.9 17.5 c	35 13.5 12.2
The impact of marketing actions on brand value	117 11.2 12.8	104 11.5 14.4	50 10.3 9.9	52 12.0 16.3	115 10.1 16.3 f	44 10.1 12.0 f	40 11.8 10.8	24 8.5 9.5 F	43 12.3 11.5	35 17.3 13.8 abD
The impact of marketing actions on profits	117 12.2 13.1 C	104 11.3 14.6 C	50 20.1 13.7 AB	52 13.8 18.3	115 15.6 18.0 b	44 8.8 12.3 ac	40 14.8 14.1 b	24 12.3 10.2	43 11.2 11.4	35 13.1 11.3
The impact of marketing actions on stock market performance	117 3.1 6.7 b	104 1.2 3.4 a	50 1.7 5.4	52 2.6 13.9	115 2.0 10.3	44 1.1 3.2 f	40 3.2 6.9	24 2.7 6.6	43 1.3 3.8 f	35 3.6 5.4 be

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

Topic 8: Marketing Metrics

Distribute 100 points to reflect the frequency with which your firm uses these metrics to assess the impact of marketing.

N=325 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	155	90	49	111	80	48	20	40
Percent	52.7%	30.6%	16.7%	37.1%	26.8%	16.1%	6.7%	13.4%
The impact of marketing actions on revenues	155 37.5 27.8	90 36.3 21.8	49 39.0 21.6	111 37.9 28.1	80 36.4 20.9	48 35.9 26.0	20 32.8 24.4	40 40.9 22.4
The impact of marketing actions on costs	155 20.7 23.2	90 21.2 22.8	49 17.7 19.0	111 18.9 22.0	80 22.7 21.3 e	48 24.8 25.6 e	20 28.8 30.1 e	40 13.4 15.2 bcd
The impact of marketing actions on customer retention	155 16.3 19.0	90 13.6 11.5	49 16.1 12.6	111 17.1 19.5	80 13.9 11.3	48 13.9 14.6	20 18.4 20.1	40 15.1 11.8
The impact of marketing actions on brand value	155 11.3 15.0	90 10.6 11.2	49 11.4 11.3	111 10.5 17.1 e	80 10.8 10.4 e	48 11.6 9.8 e	20 9.0 12.1 e	40 16.8 14.1 abcd
The impact of marketing actions on profits	155 11.5 15.1 b	90 16.4 15.4 a	49 14.8 13.1	111 13.8 16.7	80 13.9 13.6	48 11.5 10.3	20 10.3 11.1	40 10.9 10.5
The impact of marketing actions on stock market performance	155 2.6 9.7	90 1.9 4.4	49 1.0 3.2	111 1.8 10.1	80 2.3 6.2	48 2.3 5.5	20 0.8 2.4	40 2.9 5.0

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

Topic 8: Marketing Metrics

Companies interact with customers through a set of communication channels and purchase channels.

N=574 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	574	20	18	3	3	11	49	26	53	43	10
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
How many different ways do you communicate with your customers?	336 6.3 4.3	19 6.3 3.8	16 5.1 2.6	2 4.5 2.1	2 8.0 2.8	11 8.3 6.5 kl	46 6.4 4.7	24 6.3 4.4	53 6.5 4.0	41 8.2 6.3 Kl	9 7.3 4.0 k	50 5.1 2.8 elj	37 5.5 2.6 ei
How many different ways do customers purchase from your company?	336 3.2 6.1	19 4.2 3.2 bfl	16 1.9 1.1 af	2 1.5 0.7	2 2.5 2.1	11 5.5 8.9	46 2.9 1.3 abj	24 2.7 2.9	53 3.2 3.6 j	40 2.9 2.1 j	9 13.7 32.0 fhikl	51 2.4 4.1 j	37 2.7 1.9 aj

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

Topic 8: Marketing Metrics

Companies interact with customers through a set of communication channels and purchase channels.

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	153	151	63	69	121	50	43	25	47
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
How many different ways do you communicate with your customers?	125 6.1 3.9	110 6.1 4.2	46 6.3 3.6	52 7.4 5.4	118 4.9 3.0 CDEF	48 5.6 2.5 cEF	43 7.7 5.8 Ab	23 7.1 4.0 A	45 7.9 5.5 AB	33 8.1 4.7 AB
How many different ways do customers purchase from your company?	125 3.0 2.5	110 2.6 4.2	46 3.6 3.2	52 4.6 13.5	118 2.2 1.3 bCdEF	48 5.0 14.5 a	42 3.0 2.6 A	24 2.9 1.8 a	45 3.5 4.8 A	33 4.5 4.5 A

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

Topic 8: Marketing Metrics

Companies interact with customers through a set of communication channels and purchase channels.

N=574 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
How many different ways do you communicate with your customers?	160 5.7 3.6 bC	92 6.7 4.6 a	50 7.5 5.0 A	116 4.7 2.4 BCDE	86 6.8 4.8 A	48 8.1 5.2 A	20 8.6 4.5 A	39 7.1 4.8 A
How many different ways do customers purchase from your company?	161 2.0 1.5 BC	91 3.7 3.3 A	50 5.9 14.0 A	116 2.0 1.3 bCDE	85 4.1 11.0 a	49 3.3 2.9 A	20 4.1 6.7 A	39 4.2 4.1 A

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

Topic 8: Marketing Metrics

How well do you capture cost information about your customers across these channels?

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Not At All	54 16.1%	4 21.1%	4 25.0%	0 0.0%	1 33.3%	2 18.2%	7 14.9%	4 16.7%	4 7.7%	3 7.3%	1 11.1%	10 20.8%	6 16.2%
2=	60 17.9%	5 26.3%	2 12.5%	0 0.0%	0 0.0%	3 27.3%	8 17.0%	3 12.5%	14 26.9%	6 14.6%	0 0.0%	9 18.8%	8 21.6%
3=	58 17.3%	4 21.1%	2 12.5%	0 0.0%	1 33.3%	0 0.0%	11 23.4%	7 29.2% k	11 21.2%	6 14.6%	1 11.1%	5 10.4% g	5 13.5%
4=	55 16.4%	4 21.1%	2 12.5%	1 50.0%	0 0.0%	3 27.3%	6 12.8%	3 12.5%	5 9.6% k	6 14.6%	2 22.2%	14 29.2% hl	3 8.1% k
5=	50 14.9%	1 5.3%	4 25.0% k	0 0.0%	1 33.3%	1 9.1%	9 19.1%	2 8.3%	8 15.4%	10 24.4% k	1 11.1%	3 6.3% biL	10 27.0% K
6=	33 9.9%	0 0.0% gj	2 12.5%	0 0.0%	0 0.0%	1 9.1%	2 4.3% gJ	5 20.8% afk	4 7.7% j	7 17.1% k	3 33.3% aFhK	2 4.2% giJ	5 13.5%
7=Very Well	25 7.5%	1 5.3%	0 0.0% c	1 50.0% bGiL	0 0.0%	1 9.1%	4 8.5%	0 0.0% C	6 11.5% l	3 7.3% c	1 11.1% l	5 10.4% l	0 0.0% Chjk
Mean	3.6	2.8	3.4	5.5	3.0	3.5	3.5	3.5	3.7	4.1	4.7	3.4	3.5
SD	1.8	1.6 cIj	1.9	2.1 a	2.0	2.0	1.8	1.7	1.9	1.7 Ak	1.9 a	1.9 i	1.8

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

Topic 8: Marketing Metrics

How well do you capture cost information about your customers across these channels?

N=574

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
1=Not At All	19 15.4%	21 19.4%	7 14.3%	7 13.5%	26 22.4% f	10 21.3% f	5 11.9%	2 8.3%	5 11.6%	2 5.4% ab
2=	28 22.8% d	20 18.5%	7 14.3%	4 7.7% a	17 14.7%	8 17.0%	10 23.8%	5 20.8%	9 20.9%	6 16.2%
3=	21 17.1%	18 16.7%	10 20.4%	9 17.3%	19 16.4%	8 17.0%	8 19.0%	5 20.8%	3 7.0% f	9 24.3% e
4=	18 14.6%	20 18.5%	9 18.4%	7 13.5%	21 18.1%	10 21.3%	3 7.1% e	2 8.3%	11 25.6% cf	3 8.1% e
5=	18 14.6%	12 11.1% d	7 14.3%	13 25.0% b	16 13.8% f	4 8.5% f	5 11.9%	5 20.8%	8 18.6%	11 29.7% ab
6=	7 5.7% D	9 8.3% d	5 10.2%	11 21.2% Ab	8 6.9%	6 12.8%	5 11.9%	4 16.7%	4 9.3%	4 10.8%
7=Very Well	12 9.8%	8 7.4%	4 8.2%	1 1.9%	9 7.8%	1 2.1% c	6 14.3% b	1 4.2%	3 7.0%	2 5.4%
Mean	3.5	3.4	3.7	4.0	3.4	3.3	3.8	3.8	3.7	3.9
SD	1.9	1.8 d	1.8	1.7 b	1.9	1.8	2.0	1.8	1.8	1.6

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

Topic 8: Marketing Metrics

How well do you capture cost information about your customers across these channels?

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Not At All	37 23.4% BC	8 8.6% A	3 6.0% A	28 24.8% bde	10 11.8% a	6 12.2%	1 4.8% a	3 7.5% a
2=	26 16.5%	21 22.6%	9 18.0%	17 15.0%	17 20.0%	11 22.4%	2 9.5%	9 22.5%
3=	30 19.0%	17 18.3%	5 10.0%	23 20.4%	11 12.9%	7 14.3%	3 14.3%	9 22.5%
4=	22 13.9%	19 20.4%	8 16.0%	19 16.8%	13 15.3%	10 20.4%	3 14.3%	5 12.5%
5=	19 12.0%	19 20.4%	9 18.0%	11 9.7% de	14 16.5%	9 18.4%	6 28.6% a	9 22.5% a
6=	11 7.0% C	7 7.5% c	10 20.0% Ab	8 7.1%	10 11.8%	5 10.2%	3 14.3%	3 7.5%
7=Very Well	13 8.2%	2 2.2% c	6 12.0% b	7 6.2%	10 11.8%	1 2.0% d	3 14.3% c	2 5.0%
Mean	3.3	3.5	4.3	3.2	3.9	3.5	4.5	3.6
SD	1.9 C	1.5 C	1.8 AB	1.8 bD	1.9 a	1.6 d	1.7 Ac	1.6

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

Topic 8: Marketing Metrics

How well do you capture revenue information about your customers across these channels?

	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
1=Not At All	28 8.4%	0 0.0%	1 6.3%	0 0.0%	1 33.3%	0 0.0%	3 6.4%	1 4.2%	2 3.8%	2 4.9%	1 11.1%	8 16.7%	3 8.1%
2=	41 12.2%	1 5.3%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	6 12.8%	6 25.0%	9 17.3%	3 7.3%	0 0.0%	10 20.8%	2 5.4%
3=	37 11.0%	3 15.8%	2 12.5%	0 0.0%	0 0.0%	3 27.3%	4 8.5%	5 20.8%	7 13.5%	1 2.4%	1 11.1%	4 8.3%	7 18.9%
4=	58 17.3%	6 31.6%	3 18.8%	1 50.0%	1 33.3%	2 18.2%	10 21.3%	1 4.2%	7 13.5%	4 9.8%	0 0.0%	10 20.8%	7 18.9%
5=	67 20.0%	2 10.5%	5 31.3%	0 0.0%	0 0.0%	4 36.4%	13 27.7%	3 12.5%	11 21.2%	15 36.6%	3 33.3%	5 10.4%	3 8.1%
6=	54 16.1%	5 26.3%	3 18.8%	0 0.0%	0 0.0%	1 9.1%	4 8.5%	5 20.8%	6 11.5%	10 24.4%	3 33.3%	3 6.3%	10 27.0%
7=Very Well	50 14.9%	2 10.5%	1 6.3%	1 50.0%	1 33.3%	1 9.1%	7 14.9%	3 12.5%	10 19.2%	6 14.6%	1 11.1%	8 16.7%	5 13.5%
Mean	4.4	4.7	4.4	5.5	4.0	4.5	4.4	4.1	4.4	5.0	4.9	3.7	4.5
SD	1.8	1.5	1.6	2.1	3.0	1.3	1.7	2.0	1.9	1.6	1.8	2.1	1.8

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

Topic 8: Marketing Metrics

How well do you capture revenue information about your customers across these channels?

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
1=Not At All	8 6.5% b	16 14.8% ac	1 2.0% b	3 5.8%	16 13.8% cef	5 10.6% f	1 2.4% a	1 4.2%	1 2.3% a	0 0.0% ab
2=	18 14.6% d	14 13.0%	7 14.3%	2 3.8% a	14 12.1%	7 14.9%	6 14.3%	2 8.3%	6 14.0%	2 5.4%
3=	13 10.6%	10 9.3%	7 14.3%	6 11.5%	17 14.7% E	6 12.8% e	7 16.7% E	4 16.7% E	0 0.0% AbCD	2 5.4%
4=	24 19.5%	21 19.4%	7 14.3%	5 9.6%	18 15.5%	10 21.3%	4 9.5%	5 20.8%	9 20.9%	6 16.2%
5=	23 18.7%	17 15.7%	12 24.5%	15 28.8%	20 17.2% F	8 17.0% f	10 23.8%	4 16.7%	6 14.0% F	15 40.5% AbE
6=	17 13.8% D	14 13.0% D	7 14.3%	16 30.8% AB	15 12.9% e	4 8.5% e	5 11.9% e	6 25.0%	13 30.2% abc	7 18.9%
7=Very Well	20 16.3%	16 14.8%	8 16.3%	5 9.6%	16 13.8%	7 14.9%	9 21.4%	2 8.3%	8 18.6%	5 13.5%
Mean	4.4	4.1	4.5	4.8	4.0	4.0	4.6	4.5	5.0	5.0
SD	1.8	2.0 d	1.7	1.6 b	2.0 EF	1.9 eF	1.8	1.6	1.7 Ab	1.3 AB

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

Topic 8: Marketing Metrics

How well do you capture revenue information about your customers across these channels?

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
1=Not At All	19 12.0% bc	3 3.2% a	1 2.0% a	16 14.2% e	5 5.9%	2 4.1%	0 0.0%	1 2.5% a
2=	23 14.6%	12 12.9%	3 6.0%	15 13.3%	10 11.8%	9 18.4%	2 9.5%	2 5.0%
3=	20 12.7%	11 11.8%	6 12.0%	19 16.8%	10 11.8%	4 8.2%	1 4.8%	2 5.0%
4=	29 18.4%	11 11.8%	8 16.0%	17 15.0%	15 17.6%	10 20.4%	4 19.0%	5 12.5%
5=	24 15.2% b	26 28.0% a	11 22.0%	18 15.9%	18 21.2%	8 16.3%	7 33.3%	12 30.0%
6=	18 11.4% c	18 19.4%	12 24.0% a	15 13.3% e	9 10.6% e	11 22.4%	3 14.3%	11 27.5% ab
7=Very Well	25 15.8%	12 12.9%	9 18.0%	13 11.5%	18 21.2%	5 10.2%	4 19.0%	7 17.5%
Mean	4.1	4.6	4.9	3.9	4.5	4.3	5.0	5.2
SD	2.0 bC	1.7 a	1.6 A	1.9 bdE	1.8 a	1.8 e	1.5 a	1.5 Ac

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics examine the short-term impact of marketing.

N=574	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
Yes	210 61.9%	12 63.2%	12 75.0% ck	0 0.0% bh	2 100.0%	6 54.5%	28 58.3% h	17 68.0%	41 77.4% cfKl	25 61.0%	7 77.8%	23 46.0% bH	20 52.6% h
No	129 38.1%	7 36.8%	4 25.0% ck	2 100.0% bh	0 0.0%	5 45.5%	20 41.7% h	8 32.0%	12 22.6% cfKl	16 39.0%	2 22.2%	27 54.0% bH	18 47.4% h

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics examine the short-term impact of marketing.

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
Yes	77 62.1%	61 56.0%	35 70.0%	36 67.9%	64 54.7% d	26 53.1% d	26 61.9%	20 83.3% ab	31 68.9%	27 73.0%
No	47 37.9%	48 44.0%	15 30.0%	17 32.1%	53 45.3% d	23 46.9% d	16 38.1%	4 16.7% ab	14 31.1%	10 27.0%

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics examine the short-term impact of marketing.

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
Yes	89 55.3% C	60 64.5%	39 78.0% A	64 55.2% e	50 58.8%	34 69.4%	17 77.3%	31 75.6% a
No	72 44.7% C	33 35.5%	11 22.0% A	52 44.8% e	35 41.2%	15 30.6%	5 22.7%	10 24.4% a

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics examine the long-term impact of marketing.

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
Yes	244 72.0%	15 78.9%	10 58.8%	2 100.0%	3 100.0%	6 54.5%	37 78.7%	17 68.0%	34 64.2%	32 78.0%	7 77.8%	38 76.0%	27 71.1%
No	95 28.0%	4 21.1%	7 41.2%	0 0.0%	0 0.0%	5 45.5%	10 21.3%	8 32.0%	19 35.8%	9 22.0%	2 22.2%	12 24.0%	11 28.9%

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics examine the long-term impact of marketing.

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
Yes	88 71.5%	73 66.4%	42 84.0%	39 73.6%	75 64.1%	34 69.4%	30 71.4%	17 68.0%	39 86.7%	33 89.2%
No	35 28.5%	37 33.6%	8 16.0%	14 26.4%	42 35.9%	15 30.6%	12 28.6%	8 32.0%	6 13.3%	4 10.8%

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics examine the long-term impact of marketing.

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
Yes	111 68.5%	74 79.6%	36 72.0%	76 65.5% E	59 69.4% e	37 74.0%	19 86.4%	36 87.8% Ab
No	51 31.5%	19 20.4%	14 28.0%	40 34.5% E	26 30.6% e	13 26.0%	3 13.6%	5 12.2% Ab

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics allow us to assess competitor reactions to our marketing actions.

N=574	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
Yes	81 23.9%	4 21.1%	2 11.8%	0 0.0%	1 50.0%	4 36.4%	9 18.8%	7 29.2%	15 28.3%	8 19.5%	2 22.2%	9 18.0%	15 39.5%
No	258 76.1%	15 78.9%	15 88.2%	2 100.0%	1 50.0%	7 63.6%	39 81.3%	17 70.8%	38 71.7%	33 80.5%	7 77.8%	41 82.0%	23 60.5%

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics allow us to assess competitor reactions to our marketing actions.

N=574

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
Yes	29 23.4%	18 16.4%	18 36.7%	15 28.3%	15 12.9%	11 22.4%	13 31.0%	5 20.0%	17 37.8%	15 40.5%
No	95 76.6%	92 83.6%	31 63.3%	38 71.7%	101 87.1%	38 77.6%	29 69.0%	20 80.0%	28 62.2%	22 59.5%

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics allow us to assess competitor reactions to our marketing actions.

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
Yes	32 19.9%	27 29.0%	11 22.0%	17 14.8% bcE	23 27.1% a	14 28.0% a	5 22.7%	17 41.5% A
No	129 80.1%	66 71.0%	39 78.0%	98 85.2% bcE	62 72.9% a	36 72.0% a	17 77.3%	24 58.5% A

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics can be used to optimize marketing actions.

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
Yes	233 68.3%	10 52.6% h	9 52.9% h	1 50.0%	3 100.0%	8 72.7%	34 70.8%	17 68.0%	43 81.1% ab	26 63.4%	7 77.8%	32 64.0%	24 63.2%
No	108 31.7%	9 47.4% h	8 47.1% h	1 50.0%	0 0.0%	3 27.3%	14 29.2%	8 32.0%	10 18.9% ab	15 36.6%	2 22.2%	18 36.0%	14 36.8%

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics can be used to optimize marketing actions.

N=574

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
Yes	82 66.1%	68 61.3% cd	40 80.0% b	42 79.2% b	67 56.8% dEF	32 65.3%	29 69.0%	20 80.0% a	36 80.0% A	31 83.8% A
No	42 33.9%	43 38.7% cd	10 20.0% b	11 20.8% b	51 43.2% dEF	17 34.7%	13 31.0%	5 20.0% a	9 20.0% A	6 16.2% A

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics can be used to optimize marketing actions.

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
Yes	96 58.9% BC	70 75.3% A	40 80.0% A	68 58.1% cDe	57 67.1% d	39 78.0% a	20 90.9% Ab	32 78.0% a
No	67 41.1% BC	23 24.7% A	10 20.0% A	49 41.9% cDe	28 32.9% d	11 22.0% a	2 9.1% Ab	9 22.0% a

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics help us capture growth opportunities.

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
Yes	232 68.4%	14 73.7%	12 70.6%	1 50.0%	3 100.0%	9 81.8%	37 77.1%	17 70.8%	36 67.9%	25 61.0%	5 55.6%	31 62.0%	26 70.3%
No	107 31.6%	5 26.3%	5 29.4%	1 50.0%	0 0.0%	2 18.2%	11 22.9%	7 29.2%	17 32.1%	16 39.0%	4 44.4%	19 38.0%	11 29.7%

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics help us capture growth opportunities.

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%
Yes	88 71.0%	71 64.5%	35 71.4%	36 67.9%	81 69.2%	33 67.3%	28 66.7%	14 56.0% f	33 75.0%	30 81.1% d
No	36 29.0%	39 35.5%	14 28.6%	17 32.1%	36 30.8%	16 32.7%	14 33.3%	11 44.0% f	11 25.0%	7 18.9% d

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

Topic 8: Marketing Metrics

Marketing metrics indicator: Our metrics help us capture growth opportunities.

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
Yes	102 63.4%	67 72.0%	39 78.0%	79 68.1%	60 70.6%	29 59.2%	18 81.8%	32 78.0%
No	59 36.6%	26 28.0%	11 22.0%	37 31.9%	25 29.4%	20 40.8%	4 18.2%	9 22.0%

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

Topic 8: Marketing Metrics

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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	574 100.0%	20 3.5%	18 3.1%	3 0.5%	3 0.5%	11 1.9%	49 8.5%	26 4.5%	53 9.2%	43 7.5%	10 1.7%	51 8.9%	40 7.0%
Hits/visits/page views	273 47.6%	17 85.0%	13 72.2%	2 66.7%	3 100.0%	9 81.8%	40 81.6%	20 76.9%	45 84.9%	31 72.1%	10 100.0%	38 74.5%	27 67.5%
Repeat visits	199 34.7%	14 70.0%	10 55.6%	0 0.0%	3 100.0%	7 63.6%	33 67.3%	12 46.2%	34 64.2%	19 44.2%	8 80.0%	25 49.0%	19 47.5%
Conversion rates (whether a visitor is converted to a buyer)	146 25.4%	9 45.0%	7 38.9%	1 33.3%	2 66.7%	3 27.3%	11 22.4%	9 34.6%	36 67.9%	13 30.2%	5 50.0%	23 45.1%	16 40.0%
Number of followers or friends	138 24.0%	10 50.0%	6 33.3%	0 0.0%	3 100.0%	1 9.1%	16 32.7%	11 42.3%	20 37.7%	20 46.5%	8 80.0%	20 39.2%	13 32.5%
Sales levels	103 17.9%	7 35.0%	5 27.8%	1 33.3%	2 66.7%	3 27.3%	13 26.5%	6 23.1%	21 39.6%	7 16.3%	5 50.0%	12 23.5%	11 27.5%
Revenue per customer	99 17.2%	5 25.0%	3 16.7%	1 33.3%	1 33.3%	3 27.3%	12 24.5%	8 30.8%	22 41.5%	7 16.3%	3 30.0%	18 35.3%	9 22.5%
Buzz indicators (web mentions)	90 15.7%	7 35.0%	6 33.3%	0 0.0%	3 100.0%	1 9.1%	9 18.4%	3 11.5%	19 35.8%	15 34.9%	4 40.0%	10 19.6%	8 20.0%

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

Topic 8: Marketing Metrics

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

N=574

	Economic Sector				Sales Revenue					
	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
	Total	153 26.7%	151 26.3%	63 11.0%	69 12.0%	121 21.1%	50 8.7%	43 7.5%	25 4.4%	47 8.2%
Hits/visits/page views	97 63.4%	88 58.3% c	48 76.2% bd	38 55.1% c	89 73.6%	39 78.0%	35 81.4%	19 76.0%	41 87.2%	30 81.1%
Repeat visits	67 43.8% c	64 42.4% C	39 61.9% aBd	28 40.6% c	59 48.8% Ef	28 56.0%	22 51.2% e	13 52.0%	34 72.3% Ac	26 70.3% a
Conversion rates (whether a visitor is converted to a buyer)	47 30.7%	51 33.8%	25 39.7%	21 30.4%	51 42.1%	22 44.0%	17 39.5%	10 40.0%	17 36.2%	18 48.6%
Number of followers or friends	32 20.9% CD	41 27.2% CD	32 50.8% AB	32 46.4% AB	44 36.4%	21 42.0%	17 39.5%	12 48.0%	19 40.4%	15 40.5%
Sales levels	39 25.5%	30 19.9%	19 30.2%	13 18.8%	40 33.1% de	18 36.0% de	14 32.6%	3 12.0% ab	7 14.9% ab	12 32.4%
Revenue per customer	33 21.6% c	32 21.2% c	22 34.9% abD	10 14.5% C	34 28.1%	13 26.0%	14 32.6%	4 16.0%	14 29.8%	12 32.4%
Buzz indicators (web mentions)	25 16.3% D	26 17.2% D	16 25.4%	23 33.3% AB	23 19.0% dF	12 24.0% f	11 25.6%	10 40.0% a	12 25.5%	17 45.9% Ab

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

Topic 8: Marketing Metrics

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

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 28.9%	96 16.7%	52 9.1%	121 21.1%	90 15.7%	51 8.9%	22 3.8%	43 7.5%
Hits/visits/page views	124 74.7%	79 82.3%	45 86.5%	88 72.7% c	71 78.9%	45 88.2% a	20 90.9%	33 76.7%
Repeat visits	81 48.8% bc	60 62.5% a	36 69.2% a	60 49.6% de	48 53.3%	32 62.7%	16 72.7% a	30 69.8% a
Conversion rates (whether a visitor is converted to a buyer)	55 33.1% bC	44 45.8% ac	34 65.4% Ab	51 42.1%	38 42.2%	20 39.2%	9 40.9%	18 41.9%
Number of followers or friends	58 34.9% C	33 34.4% C	36 69.2% AB	41 33.9% c	36 40.0%	27 52.9% ae	12 54.5%	13 30.2% c
Sales levels	35 21.1% bC	33 34.4% a	25 48.1% A	39 32.2% d	31 34.4% d	10 19.6%	2 9.1% ab	12 27.9%
Revenue per customer	34 20.5% C	30 31.3% c	25 48.1% Ab	32 26.4%	30 33.3%	10 19.6%	6 27.3%	15 34.9%
Buzz indicators (web mentions)	35 21.1% C	28 29.2%	21 40.4% A	20 16.5% Ce	23 25.6%	20 39.2% A	6 27.3%	15 34.9% a

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

Topic 8: Marketing Metrics

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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharm. L
Customer acquisition costs	68 11.8%	6 30.0%	3 16.7%	0 0.0%	0 0.0%	2 18.2%	6 12.2% h	4 15.4%	16 30.2% fkl	7 16.3%	3 30.0%	7 13.7% h	5 12.5% h
Profits per customer	54 9.4%	3 15.0%	2 11.1%	0 0.0%	1 33.3%	3 27.3%	5 10.2%	5 19.2%	12 22.6% i	3 7.0% h	2 20.0%	9 17.6%	6 15.0%
Online product/service ratings	47 8.2%	4 20.0%	3 16.7%	0 0.0%	1 33.3%	1 9.1%	6 12.2%	5 19.2%	8 15.1%	4 9.3%	3 30.0%	5 9.8%	3 7.5%
Customer retention costs	44 7.7%	4 20.0%	1 5.6%	0 0.0%	1 33.3%	3 27.3% gl	6 12.2%	1 3.8% ej	9 17.0%	5 11.6%	3 30.0% gl	6 11.8%	2 5.0% ej
Net promoter score	43 7.5%	5 25.0% bK	0 0.0% ad	0 0.0%	1 33.3% bK	0 0.0%	6 12.2% k	3 11.5%	10 18.9% K	6 14.0% k	2 20.0% k	1 2.0% ADfHijl	7 17.5% k
Other text analysis ratings	38 6.6%	2 10.0%	1 5.6%	0 0.0%	1 33.3%	0 0.0%	8 16.3%	2 7.7%	9 17.0%	3 7.0%	2 20.0%	3 5.9%	3 7.5%
Abandoned shopping carts	22 3.8%	2 10.0%	2 11.1%	0 0.0%	0 0.0%	1 9.1%	3 6.1%	3 11.5%	1 1.9%	3 7.0%	1 10.0%	1 2.0%	1 2.5%

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

Topic 8: Marketing Metrics

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

N=574

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Customer acquisition costs	20 13.1%	22 14.6%	12 19.0%	13 18.8%	25 20.7%	9 18.0%	8 18.6%	6 24.0%	6 12.8%	7 18.9%
Profits per customer	17 11.1%	17 11.3%	11 17.5%	9 13.0%	20 16.5%	5 10.0%	8 18.6%	4 16.0%	6 12.8%	8 21.6%
Online product/service ratings	15 9.8% c	11 7.3% C	13 20.6% aB	8 11.6%	14 11.6%	4 8.0%	5 11.6%	6 24.0%	7 14.9%	7 18.9%
Customer retention costs	16 10.5%	11 7.3%	7 11.1%	9 13.0%	18 14.9%	5 10.0%	5 11.6%	3 12.0%	2 4.3% F	9 24.3% E
Net promoter score	17 11.1% B	5 3.3% ACD	11 17.5% B	9 13.0% B	5 4.1% CdEF	3 6.0% ceF	9 20.9% Ab	4 16.0% a	10 21.3% Ab	10 27.0% AB
Other text analysis ratings	15 9.8%	10 6.6%	7 11.1%	6 8.7%	9 7.4%	7 14.0%	5 11.6%	5 20.0%	4 8.5%	5 13.5%
Abandoned shopping carts	7 4.6%	4 2.6% c	6 9.5% b	4 5.8%	5 4.1%	2 4.0%	4 9.3%	1 4.0%	1 2.1%	4 10.8%

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

Topic 8: Marketing Metrics

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

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Customer acquisition costs	20 12.0% bC	23 24.0% a	20 38.5% A	21 17.4%	22 24.4%	10 19.6%	3 13.6%	8 18.6%
Profits per customer	18 10.8% C	17 17.7%	16 30.8% A	18 14.9%	15 16.7%	6 11.8%	4 18.2%	8 18.6%
Online product/service ratings	15 9.0% C	15 15.6%	13 25.0% A	13 10.7%	9 10.0%	9 17.6%	3 13.6%	9 20.9%
Customer retention costs	15 9.0% C	15 15.6%	12 23.1% A	16 13.2%	14 15.6%	5 9.8%	1 4.5%	8 18.6%
Net promoter score	12 7.2% Bc	18 18.8% A	10 19.2% a	4 3.3% BCDE	12 13.3% A	12 23.5% A	4 18.2% A	9 20.9% A
Other text analysis ratings	16 9.6%	11 11.5%	8 15.4%	7 5.8% b	13 14.4% a	7 13.7%	2 9.1%	6 14.0%
Abandoned shopping carts	0 0.0% BC	9 9.4% A	8 15.4% A	6 5.0%	6 6.7%	2 3.9%	0 0.0%	5 11.6%

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

Topic 8: Marketing Metrics

How many marketing metrics are used by C-suite members to guide decision making?

N=574 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
	Number	574	20	18	3	3	11	49	26	53	43	10	51
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
Number of metrics	273	15	14	1	1	9	38	18	46	32	9	40	33
	5.1	7.1	4.1	5.0	16.0	7.3	4.2	6.1	5.1	4.7	25.7	3.0	2.7
	13.1	8.7	5.3	---	---	15.4	4.1	7.4	5.3	5.1	65.4	3.5	2.8
		kl					j	kl	jkl		fhkl	aghj	aghj

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

Topic 8: Marketing Metrics

How many marketing metrics are used by C-suite members to guide decision making?

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	153	151	63	69	121	50	43	25	47
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
Number of metrics	98	91	39	42	96	43	39	18	38	26
	3.9	3.2	7.4	10.4	3.7	7.5	4.7	3.7	5.7	8.3
	3.8	3.7	7.7	31.1	3.9	30.2	5.9	4.9	7.3	9.3
	Cd	Cd	AB	ab	eF				a	A

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

Topic 8: Marketing Metrics

How many marketing metrics are used by C-suite members to guide decision making?

	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
N=574	A	B	C	A	B	C	D	E
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
Mean	3.2	7.2	7.6	3.1	4.2	10.1	6.3	7.3
SD	5.1	22.4	7.7	3.2	4.6	31.7	6.4	8.9
	bC	a	A	cDE	e	a	A	Ab

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

Appendix: Firm-level Descriptive Information

How many employees does your firm have?

N=574 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	574	20	18	3	3	11	49	26	53	43	10
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
How many employees does your firm have?	327	17	18	3	3	10	47	26	52	43	10	49	38
	13014.9	5507.9	12970.1	30.0	116674.3	15092.5	9310.3	6134.5	34992.7	13064.7	2795.2	4244.8	5028.1
	48696.5	12525.6	47028.8	21.8	125819.9	35473.2	22405.6	18847.8	95857.6	46026.0	6240.3	18351.8	19605.5
		D	d		AbeFGIJKL	d	D	D	k	D	D	Dh	D
How many marketing (non-sales) employees are in your firm?	305	16	14	2	3	10	47	21	50	42	9	45	37
	294.8	40.2	14.9	1.5	768.0	48.3	443.8	11.4	1078.3	75.7	10.6	132.1	51.2
	1664.9	53.6	21.6	0.7	1077.2	93.2	2207.7	12.0	3325.7	156.6	8.3	803.7	148.1
		Dg	D		ABeGjL	d		aD		D	d		D

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

Appendix: Firm-level Descriptive Information

How many employees does your firm have?

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
Number	153	151	63	69	121	50	43	25	47	37
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
How many employees does your firm have?	121 12384.9 48708.7	104 12436.2 45468.6	49 19046.1 61347.4	48 11029.5 44218.5	117 60.2 127.4 bCDEF	49 506.8 1984.4 aDEF	43 750.2 916.9 ADEF	25 3602.0 4672.0 ABCF	45 12222.7 21752.9 ABCF	37 94208.1 114265.5 ABCDE
How many marketing (non-sales) employees are in your firm?	115 478.3 2415.1	97 160.5 825.3	45 370.7 1527.5	45 59.1 156.0	104 7.4 43.9 DeF	48 11.6 26.0 DF	43 15.3 16.0 DF	25 57.8 70.1 ABCf	43 210.5 818.7 aF	33 2341.2 4533.8 ABCdE

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

Appendix: Firm-level Descriptive Information

How many employees does your firm have?

N=574 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
How many employees does your firm have?	164 3612.4 13600.3 BC	94 18454.3 55869.4 A	49 23966.5 78557.6 A	121 33.8 25.7 BCDE	90 327.5 197.6 ACDE	51 2405.9 1130.0 ABDE	22 6481.8 1618.8 ABCE	43 92023.3 104990.1 ABCD
How many marketing (non-sales) employees are in your firm?	155 76.1 467.0 bC	90 432.7 1965.9 a	45 812.5 3166.8 A	107 3.3 3.5 BCDE	89 17.9 51.3 ACDE	51 58.2 66.8 ABdE	22 398.0 1164.6 ABc	36 2118.5 4391.5 ABC

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is ...

N=574 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 Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
	Number	574	20	18	3	3	11	49	26	53	43	10	51
Percent	100.0%	6.1%	5.5%	0.9%	0.9%	3.4%	15.0%	8.0%	16.2%	13.1%	3.1%	15.6%	12.2%
What % of your firm's sales is domestic?	318	20	17	3	3	10	45	24	53	40	9	47	40
	81.3	75.7	95.4	100.0	71.7	76.0	65.9	90.5	76.1	91.7	92.7	86.4	78.9
	23.9	27.3	6.2	0.0	27.5	23.5	26.9	20.3	25.0	16.0	13.2	21.5	25.3
		BgI	ADEFHI		B	Bi	BGIJKL	aFh	BgIk	AeFHL	F	Fh	bfI
What % of your firm's sales is through the Internet?	314	20	16	3	3	9	45	24	52	41	9	47	38
	9.3	5.3	26.6	5.0	10.0	1.3	5.9	10.4	10.3	8.6	20.9	5.7	7.7
	21.7	10.6	38.8	8.7	17.3	2.2	13.6	22.1	22.1	21.1	27.2	18.7	19.5
		bj	aFhiKL			j	Bj		b	b	aefk	Bj	b

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is ...

N=574 Number Mean SD	Economic Sector				Sales Revenue					
	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
	Number	153	151	63	69	121	50	43	25	47
Percent	35.1%	34.6%	14.4%	15.8%	37.5%	15.5%	13.3%	7.7%	14.6%	11.5%
What % of your firm's sales is domestic?	118 73.2 25.0 BD	98 86.4 21.7 A	47 79.1 25.9 D	50 91.3 17.9 AC	120 91.5 15.2 BCDEF	49 75.9 26.8 Af	43 79.7 26.0 AF	24 72.1 26.0 A	44 80.0 23.6 AF	34 61.8 25.6 AbCE
What % of your firm's sales is through the Internet?	116 5.6 12.5 Cd	98 8.6 23.5	48 16.3 28.8 A	47 12.5 26.0 a	119 13.3 26.7 bd	48 4.8 15.6 a	43 10.1 22.4	25 2.4 5.2 a	43 6.7 17.4	32 7.1 11.0

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is ...

N=574 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	166	96	52	121	90	51	22	43
Percent	52.9%	30.6%	16.6%	37.0%	27.5%	15.6%	6.7%	13.1%
What % of your firm's sales is domestic?	164 84.5 22.0 B	95 75.1 25.7 A	51 82.6 24.8	118 91.3 16.0 BCdE	85 76.2 26.7 Ae	50 79.1 23.6 AE	18 80.4 20.2 ae	40 63.7 27.4 AbCd
What % of your firm's sales is through the Internet?	166 0.0 0.0	96 4.2 3.1 C	52 48.6 30.9 B	116 10.6 25.3	85 9.1 20.8	50 4.9 13.8	19 11.0 17.1	37 6.0 9.9

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

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
B2B - Product	153 35.1%	6 30.0% FHK	4 22.2% FHK	1 33.3% fK	0 0.0% Fh	5 45.5% FijK	41 83.7% ABcDEGHJ KL	8 32.0% FHijK	35 66.0% ABdfGIJKl	5 11.9% eFgHL	0 0.0% eFgHI	1 2.0% ABCEFGHL	15 39.5% FhIjK
B2B - Services	151 34.6%	1 5.0% BDhiK	12 66.7% AceFGHiJL	0 0.0% bK	2 66.7% AFGj	3 27.3% bFgK	0 0.0% BDEHIKL	1 4.0% BDehIKl	14 26.4% aBFgK	15 35.7% abFGjK	0 0.0% BdiK	43 86.0% ACEFGHIJL	10 26.3% BFgK
B2C - Product	63 14.4%	12 60.0% BeFHijKL	0 0.0% ACdG	2 66.7% BfHIKl	1 33.3% bk	1 9.1% ag	7 14.3% AcG	13 52.0% BeFHijKL	3 5.7% ACG	4 9.5% ACG	1 10.0% ag	2 4.0% ACdG	5 13.2% AcG
B2C - Services	69 15.8%	1 5.0% IJ	2 11.1% ij	0 0.0% j	0 0.0% j	2 18.2% fhJ	1 2.0% eIJL	3 12.0% ij	1 1.9% eIJL	18 42.9% AbFgHJKl	9 90.0% ABcdEFGHI KL	4 8.0% IJ	8 21.1% FHIJ

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

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
B2B - Product	153 100.0% BCD	0 0.0% A	0 0.0% A	0 0.0% A	39 33.1%	22 44.9%	20 47.6%	11 44.0%	13 27.7%	14 37.8%
B2B - Services	0 0.0% B	151 100.0% ACD	0 0.0% B	0 0.0% B	47 39.8% cdf	13 26.5%	8 19.0% ae	4 16.0% ae	20 42.6% cdf	8 21.6% ae
B2C - Product	0 0.0% C	0 0.0% C	63 100.0% ABD	0 0.0% C	14 11.9%	5 10.2%	8 19.0%	4 16.0%	9 19.1%	9 24.3%
B2C - Services	0 0.0% D	0 0.0% D	0 0.0% D	69 100.0% ABC	18 15.3%	9 18.4%	6 14.3%	6 24.0%	5 10.6%	6 16.2%

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

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
B2B - Product	63 38.2%	39 41.9%	14 27.5%	42 35.3%	44 50.6%	13 25.5%	5 22.7%	17 39.5%
				b	aCd	B	b	
B2B - Services	63 38.2%	22 23.7%	13 25.5%	49 41.2%	20 23.0%	18 35.3%	6 27.3%	11 25.6%
	b	a		B	A			
B2C - Product	17 10.3%	18 19.4%	13 25.5%	13 10.9%	10 11.5%	13 25.5%	6 27.3%	7 16.3%
	bC	a	A	cd	c	ab	a	
B2C - Services	22 13.3%	14 15.1%	11 21.6%	15 12.6%	13 14.9%	7 13.7%	5 22.7%	8 18.6%

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

Appendix: Firm-level Descriptive Information

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

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
Less than \$25 million	121 37.5%	5 26.3% bck	11 64.7% aFII	3 100.0% aeFhII	1 33.3%	3 27.3% ck	10 21.3% BCK	10 38.5%	20 39.2% cik	8 19.0% BChK	4 44.4%	30 61.2% aeFhII	14 35.0% bck
\$26-99 million	50 15.5%	2 10.5%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	9 19.1%	3 11.5%	9 17.6%	3 7.1% I	2 22.2%	6 12.2%	11 27.5% i
\$100-499 million	43 13.3%	4 21.1% K	1 5.9%	0 0.0%	0 0.0%	3 27.3% K	9 19.1% K	6 23.1% K	5 9.8%	8 19.0% K	1 11.1%	1 2.0% AEFGI	4 10.0%
\$500-999 million	25 7.7%	2 10.5%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	3 6.4%	2 7.7%	7 13.7% k	5 11.9%	1 11.1%	1 2.0% h	2 5.0%
\$1-2.5 billion	23 7.1%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	2 18.2% H	5 10.6% h	3 11.5% h	0 0.0% Efgjkl	3 7.1%	1 11.1% h	4 8.2% h	4 10.0% h
\$2.6-5 billion	19 5.9%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 8.5%	1 3.8%	2 3.9%	3 7.1%	0 0.0%	5 10.2%	2 5.0%
\$5.1-9.9 billion	5 1.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% i	0 0.0%	0 0.0% i	4 9.5% fhk	0 0.0%	0 0.0% i	1 2.5%
\$10-49 billion	24 7.4%	3 15.8%	0 0.0% e	0 0.0%	0 0.0%	3 27.3% bghkL	6 12.8%	1 3.8% e	2 3.9% e	6 14.3%	0 0.0%	2 4.1% e	1 2.5% E

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

Appendix: Firm-level Descriptive Information

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

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
Less than \$25 million	39 32.8% b	47 47.0% ac	14 28.6% b	18 36.0%	121 100.0% BCDEF	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A
\$26-99 million	22 18.5%	13 13.0%	5 10.2%	9 18.0%	0 0.0% B	50 100.0% ACDEF	0 0.0% B	0 0.0% B	0 0.0% B	0 0.0% B
\$100-499 million	20 16.8%	8 8.0%	8 16.3%	6 12.0%	0 0.0% C	0 0.0% C	43 100.0% ABDEF	0 0.0% C	0 0.0% C	0 0.0% C
\$500-999 million	11 9.2%	4 4.0%	4 8.2%	6 12.0%	0 0.0% D	0 0.0% D	0 0.0% D	25 100.0% ABCEF	0 0.0% D	0 0.0% D
\$1-2.5 billion	7 5.9%	10 10.0%	4 8.2%	2 4.0%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% E	23 48.9% ABCDF	0 0.0% E
\$2.6-5 billion	5 4.2%	7 7.0%	5 10.2%	2 4.0%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% E	19 40.4% ABCDF	0 0.0% E
\$5.1-9.9 billion	1 0.8%	3 3.0%	0 0.0%	1 2.0%	0 0.0% E	0 0.0% e	0 0.0% e	0 0.0%	5 10.6% Abcf	0 0.0% e
\$10-49 billion	9 7.6%	5 5.0%	6 12.2%	4 8.0%	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	24 64.9% ABCDE

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

Appendix: Firm-level Descriptive Information

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

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=574								
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
Less than \$25 million	63 38.4%	29 30.5% C	27 52.9% B	100 85.5% BCDE	16 18.6% ACdE	1 2.0% AB	0 0.0% Ab	0 0.0% AB
\$26-99 million	30 18.3% c	15 15.8%	3 5.9% a	13 11.1% B	34 39.5% ACDE	1 2.0% B	0 0.0% B	1 2.5% B
\$100-499 million	24 14.6%	11 11.6%	8 15.7%	3 2.6% BC	32 37.2% ACDE	8 15.7% ABe	0 0.0% B	0 0.0% Bc
\$500-999 million	12 7.3%	12 12.6% c	1 2.0% b	0 0.0% CD	2 2.3% CD	16 31.4% ABE	6 27.3% ABE	1 2.5% CD
\$1-2.5 billion	13 7.9%	5 5.3%	2 3.9%	1 0.9% CDE	2 2.3% CD	10 19.6% AB	5 22.7% AB	4 10.0% A
\$2.6-5 billion	9 5.5%	6 6.3%	3 5.9%	0 0.0% CDE	0 0.0% CDE	6 11.8% ABd	7 31.8% ABc	5 12.5% AB
\$5.1-9.9 billion	1 0.6% b	4 4.2% a	0 0.0%	0 0.0% Ce	0 0.0% ce	3 5.9% Ab	0 0.0%	2 5.0% ab
\$10-49 billion	11 6.7%	8 8.4%	3 5.9%	0 0.0% CDE	0 0.0% CDE	6 11.8% ABE	4 18.2% AB	14 35.0% ABC

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

Appendix: Firm-level Descriptive Information

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

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
\$50-100 billion	6 1.9%	0 0.0% d	0 0.0% d	0 0.0%	1 33.3% abfGIKl	0 0.0%	1 2.1% d	0 0.0% D	3 5.9%	0 0.0% D	0 0.0%	0 0.0% D	1 2.5% d
More than \$100+ billion	7 2.2%	0 0.0% d	1 5.9%	0 0.0%	1 33.3% aFGKL	0 0.0%	0 0.0% D	0 0.0% D	3 5.9%	2 4.8%	0 0.0%	0 0.0% D	0 0.0% D

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

Appendix: Firm-level Descriptive Information

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

N=574

	Economic Sector				Sales Revenue					
	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
	A	B	C	D	A	B	C	D	E	F
\$50-100 billion	4 3.4%	1 1.0%	1 2.0%	0 0.0%	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% f	0 0.0% F	6 16.2% ABCdE
More than \$100+ billion	1 0.8%	2 2.0%	2 4.1%	2 4.0%	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% f	0 0.0% F	7 18.9% ABCdE

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

Appendix: Firm-level Descriptive Information

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

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
\$50-100 billion	0 0.0% bc	3 3.2% a	2 3.9% a	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% e	6 15.0% ABC
More than \$100+ billion	1 0.6%	2 2.1%	2 3.9%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% e	7 17.5% ABCd

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
Technology [Software/Biotech]	53 16.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	53 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Professional Services/Consulting	51 15.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	51 100.0%	0 0.0%
Manufacturing	49 15.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	49 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Banking/Finance/Insurance	43 13.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	43 100.0%	0 0.0%	0 0.0%	0 0.0%
Health Care/Pharmaceutical	40 12.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	40 100.0%
Retail/Wholesale	26 8.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	26 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Consumer Packaged Goods	20 6.1%	20 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Communications/Media	18 5.5%	0 0.0%	18 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
Technology [Software/ Biotech]	35 28.9% BCD	14 13.9% Ad	3 5.9% A	1 2.0% Ab	20 16.8% e	9 19.1% e	5 11.9%	7 28.0% E	2 4.3% abDf	8 21.6% e
Professional Services/ Consulting	1 0.8% Bd	43 42.6% ACD	2 3.9% B	4 8.2% aB	30 25.2% Cdf	6 12.8%	1 2.4% Ae	1 4.0% a	9 19.1% c	2 5.4% a
Manufacturing	41 33.9% BCD	0 0.0% AC	7 13.7% ABd	1 2.0% Ac	10 8.4% c	9 19.1%	9 21.4% a	3 12.0%	9 19.1%	7 18.9%
Banking/Finance/ Insurance	5 4.1% BD	15 14.9% AD	4 7.8% D	18 36.7% ABC	8 6.7% cdEF	3 6.4% ef	8 19.0% a	5 20.0% a	10 21.3% Ab	8 21.6% Ab
Health Care/ Pharmaceutical	15 12.4%	10 9.9%	5 9.8%	8 16.3%	14 11.8%	11 23.4% f	4 9.5%	2 8.0%	7 14.9%	2 5.4% b
Retail/Wholesale	8 6.6% bC	1 1.0% aC	13 25.5% ABD	3 6.1% C	10 8.4%	3 6.4%	6 14.3%	2 8.0%	4 8.5%	1 2.7%
Consumer Packaged Goods	6 5.0% C	1 1.0% C	12 23.5% ABD	1 2.0% C	5 4.2%	2 4.3%	4 9.5%	2 8.0%	3 6.4%	3 8.1%
Communications/Media	4 3.3% b	12 11.9% ac	0 0.0% b	2 4.1%	11 9.2% e	2 4.3%	1 2.4%	2 8.0%	0 0.0% a	1 2.7%

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
Technology [Software/ Biotech]	26 16.0%	16 16.8%	10 20.0%	22 18.6%	14 16.9%	6 11.8%	2 9.1%	8 19.0%
Professional Services/ Consulting	37 22.8% Bc	6 6.3% A	4 8.0% a	29 24.6% bE	9 10.8% a	6 11.8%	3 13.6%	2 4.8% A
Manufacturing	19 11.7% b	22 23.2% ac	4 8.0% b	13 11.0%	15 18.1%	5 9.8%	5 22.7%	9 21.4%
Banking/Finance/ Insurance	18 11.1%	17 17.9%	6 12.0%	9 7.6% cde	9 10.8%	11 21.6% a	5 22.7% a	9 21.4% a
Health Care/ Pharmaceutical	23 14.2%	10 10.5%	5 10.0%	11 9.3%	15 18.1% e	8 15.7%	2 9.1%	2 4.8% b
Retail/Wholesale	12 7.4%	7 7.4%	5 10.0%	11 9.3%	6 7.2%	6 11.8%	1 4.5%	2 4.8%
Consumer Packaged Goods	8 4.9%	9 9.5%	3 6.0%	4 3.4%	5 6.0%	5 9.8%	1 4.5%	2 4.8%
Communications/Media	6 3.7% C	3 3.2% c	7 14.0% Ab	11 9.3%	2 2.4%	2 3.9%	1 4.5%	2 4.8%

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=574	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	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
Energy	11 3.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	11 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
		E	E	E	E	ABCDEFGHIJ KL	E	E	E	E	E	E	E
Consumer Services	10 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	10 100.0%	0 0.0%	0 0.0%
		J	J	J	J	J	J	J	J	J	ABCDEFGHIJ IKL	J	J
Mining/Construction	3 0.9%	0 0.0%	0 0.0%	3 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
		C	C	ABEFGHIJK L	C	C	C	C	C	C	C	C	C
Transportation	3 0.9%	0 0.0%	0 0.0%	0 0.0%	3 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
		D	D	ABEFGHIJK L	D	D	D	D	D	D	D	D	D

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=574

	Economic Sector				Sales Revenue					
	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
	Energy	5 4.1%	3 3.0%	1 2.0%	2 4.1%	3 2.5%	0 0.0%	3 7.1%	0 0.0%	2 4.3%
Consumer Services	0 0.0% D	0 0.0% D	1 2.0% D	9 18.4% ABC	4 3.4%	2 4.3%	1 2.4%	1 4.0%	1 2.1%	0 0.0%
Mining/Construction	1 0.8%	0 0.0% c	2 3.9% b	0 0.0%	3 2.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Transportation	0 0.0%	2 2.0%	1 2.0%	0 0.0%	1 0.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.4%

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Energy	6 3.7%	3 3.2%	0 0.0%	2 1.7%	3 3.6%	1 2.0%	1 4.5%	3 7.1%
Consumer Services	3 1.9% c	2 2.1%	4 8.0% a	2 1.7%	5 6.0%	1 2.0%	1 4.5%	1 2.4%
Mining/Construction	2 1.2%	0 0.0%	1 2.0%	3 2.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Transportation	2 1.2%	0 0.0%	1 2.0%	1 0.8%	0 0.0%	0 0.0%	0 0.0%	2 4.8% b

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

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

N=574	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	327 100.0%	20 6.1%	18 5.5%	3 0.9%	3 0.9%	11 3.4%	49 15.0%	26 8.0%	53 16.2%	43 13.1%	10 3.1%	51 15.6%	40 12.2%
Northeast U.S.	75 22.5%	2 10.0%	3 16.7%	1 33.3%	1 33.3%	0 0.0% ik	10 20.4%	3 12.5%	13 24.5%	14 32.6% e	2 20.0%	15 30.0% e	7 17.5%
Midwest U.S.	73 21.9%	7 35.0% bh	1 5.6% afi	1 33.3%	1 33.3%	2 18.2%	16 32.7% bH	3 12.5%	5 9.4% aFik	13 30.2% bh	2 20.0%	12 24.0% h	9 22.5%
South Atlantic U.S.	69 20.7%	2 10.0% bg	7 38.9% akl	1 33.3%	0 0.0%	4 36.4%	10 20.4% g	11 45.8% afhiKL	10 18.9% g	8 18.6% g	1 10.0%	7 14.0% bG	6 15.0% bG
Pacific U.S.	47 14.1%	4 20.0%	3 16.7%	0 0.0%	0 0.0%	0 0.0% h	3 6.1% H	2 8.3% h	17 32.1% eFgIK	4 9.3% H	2 20.0%	5 10.0% H	6 15.0%
South Central U.S.	36 10.8%	3 15.0%	1 5.6% e	0 0.0%	1 33.3%	4 36.4% bfHI	5 10.2% e	3 12.5%	3 5.7% E	2 4.7% E	1 10.0%	7 14.0%	5 12.5%
Western Europe	17 5.1%	1 5.0%	1 5.6%	0 0.0%	0 0.0%	1 9.1%	3 6.1%	0 0.0%	3 5.7%	1 2.3%	1 10.0%	1 2.0%	5 12.5%
Eastern Europe	5 1.5%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0% j	0 0.0% j	1 10.0% hik	0 0.0% j	2 5.0%
Mountain U.S.	3 0.9%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	0 0.0%	1 2.0%	0 0.0%

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

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

	Economic Sector				Sales Revenue					
	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
	N=574									
Total	153 35.1%	151 34.6%	63 14.4%	69 15.8%	121 37.5%	50 15.5%	43 13.3%	25 7.7%	47 14.6%	37 11.5%
Northeast U.S.	27 22.0%	27 26.2%	10 20.0%	8 15.7%	25 20.8%	8 16.3%	10 23.3%	6 24.0%	13 27.7%	8 22.2%
Midwest U.S.	29 23.6%	18 17.5%	13 26.0%	11 21.6%	24 20.0%	13 26.5%	9 20.9%	2 8.0% f	12 25.5%	11 30.6% d
South Atlantic U.S.	21 17.1% d	20 19.4%	12 24.0%	16 31.4% a	31 25.8%	11 22.4%	10 23.3%	4 16.0%	8 17.0%	4 11.1%
Pacific U.S.	19 15.4%	15 14.6%	6 12.0%	7 13.7%	18 15.0%	6 12.2%	10 23.3% e	5 20.0%	3 6.4% c	4 11.1%
South Central U.S.	13 10.6%	10 9.7%	6 12.0%	6 11.8%	16 13.3%	4 8.2%	2 4.7%	3 12.0%	7 14.9%	3 8.3%
Western Europe	7 5.7%	7 6.8%	2 4.0%	1 2.0%	0 0.0% bcDeF	2 4.1% a	2 4.7% a	3 12.0% A	2 4.3% a	6 16.7% A
Eastern Europe	2 1.6%	2 1.9%	0 0.0%	1 2.0%	0 0.0% Bd	3 6.1% A	0 0.0%	1 4.0% a	1 2.1%	0 0.0%
Mountain U.S.	0 0.0%	3 2.9%	0 0.0%	0 0.0%	2 1.7%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

N=574	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	166 52.9%	96 30.6%	52 16.6%	121 37.0%	90 27.5%	51 15.6%	22 6.7%	43 13.1%
Northeast U.S.	36 21.7%	20 20.8%	11 21.6%	26 22.0%	17 19.5%	14 27.5%	3 13.6%	10 23.8%
Midwest U.S.	38 22.9%	24 25.0%	8 15.7%	23 19.5%	23 26.4%	11 21.6%	5 22.7%	10 23.8%
South Atlantic U.S.	35 21.1%	17 17.7%	14 27.5%	32 27.1% E	18 20.7%	10 19.6%	4 18.2%	3 7.1% A
Pacific U.S.	20 12.0% c	14 14.6%	13 25.5% a	15 12.7%	16 18.4%	7 13.7%	2 9.1%	6 14.3%
South Central U.S.	23 13.9%	8 8.3%	3 5.9%	16 13.6% b	4 4.6% aD	3 5.9% d	6 27.3% Bc	4 9.5%
Western Europe	3 1.8% B	10 10.4% A	1 2.0%	0 0.0% bCDE	4 4.6% ae	4 7.8% A	2 9.1% A	7 16.7% Ab
Eastern Europe	3 1.8%	1 1.0%	1 2.0%	0 0.0% b	3 3.4% a	1 2.0%	0 0.0%	1 2.4%
Mountain U.S.	3 1.8%	0 0.0%	0 0.0%	3 2.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

N=574	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Central/Latin America	2 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%
Canada	2 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	1 2.3%	0 0.0%	0 0.0%	0 0.0%
East Asia	2 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%
Western Asia	2 0.6%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

N=574

	Economic Sector				Sales Revenue					
	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
	Central/Latin America	1 0.8%	0 0.0%	0 0.0%	1 2.0%	2 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Canada	2 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%
East Asia	0 0.0%	1 1.0%	1 2.0%	0 0.0%	1 0.8%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	0 0.0%
Western Asia	2 1.6%	0 0.0%	0 0.0%	0 0.0%	1 0.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

N=574

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Central/Latin America	2 1.2%	0 0.0%	0 0.0%	2 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Canada	1 0.6%	1 1.0%	0 0.0%	0 0.0%	1 1.1%	1 2.0%	0 0.0%	0 0.0%
East Asia	1 0.6%	1 1.0%	0 0.0%	1 0.8%	0 0.0%	0 0.0%	0 0.0%	1 2.4%
Western Asia	1 0.6%	0 0.0%	0 0.0%	0 0.0%	1 1.1%	0 0.0%	0 0.0%	0 0.0%

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