

The **CMO** Survey[®]

Managing AI, Digital Strategies, and DE&I in Marketing

Firm and Industry Breakout Report

Fall 2023

Deloitte.

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ASSOCIATION



Managing AI, Digital Strategies and Spending, and DE&I in Marketing

The 31th Edition of The CMO Survey, Fall 2023

Survey Sample

- 3075 marketing leaders at U.S. for-profit companies; 316 responded for a 10.3% response rate—95.6% of respondents are VP-level or above.

Survey Administration

- The survey was in field from July 26-August 17, 2023. It was administered via email with follow-up reminders.

Survey Reports

- [The Topline Report](#) offers an aggregate view of survey results.
- [The Highlights and Insights Report](#) shares key survey metrics, trends, and insights over time.
- [The Firm and Industry Breakout Report](#) displays survey results by sectors, headcount, and sales.

Overview of The CMO Survey[®]

- Mission: To collect and disseminate the opinions of marketing leaders in order to predict the future of markets, track marketing excellence, and improve the value of marketing in organizations and society.
- Administration: Founded in August 2008, The CMO Survey is administered twice a year. Questions repeat to observe trends over time and new questions are added to tap into marketing trends. The survey is an objective source of information about marketing and a non-commercial service dedicated to improving the field of marketing.
- Sponsors: Deloitte LLP, Duke University's Fuqua School of Business and the American Marketing Association. Sponsors support The CMO Survey with intellectual and financial resources. Survey data and participant lists are held in confidence and not shared with survey sponsors or any other parties.

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 **Topic 1: Macroeconomic Forecasts**

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

N=290	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
3=More	142 49.0%	52 46.4%	40 47.1%	28 47.5%	22 66.7%	52 47.7%	34 46.6%	24 58.5%	20 54.1%	9 50.0%
2=No Change	82 28.3%	35 31.3%	25 29.4%	16 27.1%	6 18.2%	33 30.3%	19 26.0%	11 26.8%	11 29.7%	5 27.8%
1=Less	66 22.8%	25 22.3%	20 23.5%	15 25.4%	5 15.2%	24 22.0%	20 27.4%	6 14.6%	6 16.2%	4 22.2%
Mean	2.26	2.24	2.24	2.22	2.52	2.26	2.19	2.44	2.38	2.28

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

 **Topic 1: Macroeconomic Forecasts**

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

N=290

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
3=More	18 47.4% l	6 46.2% 1	13 52.0% 1	5 71.4% 1	4 50.0%	11 73.3% ijL	9 50.0% l	6 54.5% 1	11 40.7% f	0 0.0% f	12 46.2% acdFghm	1 10.0% 1	30 54.5% 1	4 44.4%	10 43.5%
2=No Change	14 36.8% g	4 30.8%	6 24.0%	0 0.0% 1	3 37.5% g	3 20.0%	1 5.6% aeklm	3 27.3%	7 25.9%	1 33.3%	8 30.8% g	5 50.0% dg	18 32.7% g	3 33.3%	6 26.1%
1=Less	6 15.8% gj	3 23.1%	6 24.0%	2 28.6%	1 12.5%	1 6.7% gj	8 44.4% afM	2 18.2%	9 33.3% m	2 66.7% afm	6 23.1%	4 40.0% m	7 12.7% Gijl	2 22.2%	7 30.4%
Mean	2.32 jl	2.23	2.28	2.43	2.38	2.67 giJLo	2.06 f	2.36	2.07 f	1.33 aFm	2.23	1.70 aFM	2.42 jL	2.22	2.13 f

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



Topic 1: Macroeconomic Forecasts

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

N=290	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
3=More	16 41.0%	17 63.0%	21 47.7%	24 48.0%	11 61.1%	37 48.1%	14 48.3%	18 45.0%	15 57.7%	23 39.7% f	19 57.6%	14 42.4%	16 66.7% c	11 40.7%	25 52.1%
2=No Change	13 33.3%	5 18.5%	11 25.0%	16 32.0%	4 22.2%	23 29.9%	7 24.1%	11 27.5%	7 26.9%	19 32.8%	11 33.3%	9 27.3%	6 25.0%	7 25.9%	12 25.0%
1=Less	10 25.6%	5 18.5%	12 27.3%	10 20.0%	3 16.7%	17 22.1%	8 27.6%	11 27.5%	4 15.4%	16 27.6% d	3 9.1% ceg	10 30.3% df	2 8.3% eg	9 33.3% df	11 22.9%
Mean	2.15	2.44	2.20	2.28	2.44	2.26	2.21	2.18 f	2.42	2.12 df	2.48 cg	2.12 f	2.58 aceg	2.07 df	2.29

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Topic 1: Macroeconomic Forecasts

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

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	290	112	85	59	33	109	73	41	37	18
Mean	66.65	67.11	65.92	64.47	71.97	67.56	64.62	66.50	71.64	65.28
SD	15.75	14.67	17.22	16.43	11.99	14.96	18.16	15.46	14.23	11.94
				d	c		d		b	

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 **Topic 1: Macroeconomic Forecasts**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Number	38	13	25	7	8	15	18	11	27	3	26	10	55	9	23
Mean	63.54	63.90	64.66	72.14	68.75	72.00	67.15	75.00	63.35	60.00	71.37	64.07	67.56	56.19	66.55
SD	15.91 h	16.10	16.95	13.80	11.57	9.41 N	14.80	13.60 an	19.76	20.00	19.05 n	16.47	13.20 n	16.21 Fhkm	14.88

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 **Topic 1: Macroeconomic Forecasts**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
N	39	27	44	50	18	77	29	40	26	58	33	33	24	27	48
Mean	65.70	67.62	67.00	68.71	67.78	64.76	65.74	67.30	63.49	68.07	70.47	62.64	65.45	68.99	64.84
SD	17.96	14.16	16.91	16.33	12.74	15.37	15.80	18.77	13.25	15.29	16.76	16.32	14.66	12.12	15.34

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



Topic 1: Macroeconomic Forecasts

Are current inflationary pressures impacting marketing spending levels in your company?

N=288	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Yes, inflationary pressures are increasing marketing spending levels	49 17.0%	15 13.5%	15 17.9%	13 22.0%	6 18.2%	17 15.6%	13 18.1%	3 7.3%	7 18.9%	4 22.2%
Yes, inflationary pressures are decreasing marketing spending levels	130 45.1%	59 53.2%	36 42.9%	21 35.6%	13 39.4%	49 45.0%	36 50.0%	19 46.3%	14 37.8%	7 38.9%
No	109 37.8%	37 33.3%	33 39.3%	25 42.4%	14 42.4%	43 39.4%	23 31.9%	19 46.3%	16 43.2%	7 38.9%

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Topic 1: Macroeconomic Forecasts

Are current inflationary pressures impacting marketing spending levels in your company?

N=288

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes, inflationary pressures are increasing marketing spending levels	8 21.1%	4 30.8%	4 16.0%	2 28.6%	1 12.5%	1 7.1%	5 27.8%	3 27.3%	3 11.1%	1 33.3%	3 11.5%	2 22.2%	6 10.9%	2 22.2%	2 8.7%
Yes, inflationary pressures are decreasing marketing spending levels	18 47.4%	6 46.2%	12 48.0%	3 42.9%	4 50.0%	5 35.7%	9 50.0%	3 27.3%	12 44.4%	0 0.0%	14 53.8%	5 55.6%	29 52.7%	3 33.3%	7 30.4%
No	12 31.6%	3 23.1%	9 36.0%	2 28.6%	3 37.5%	8 57.1%	4 22.2%	5 45.5%	12 44.4%	2 66.7%	9 34.6%	2 22.2%	20 36.4%	4 44.4%	14 60.9%

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



Topic 1: Macroeconomic Forecasts

Are current inflationary pressures impacting marketing spending levels in your company?

N=288

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes, inflationary pressures are increasing marketing spending levels	8 20.5% e	4 14.8%	10 22.7% e	8 16.0%	0 0.0% ac	14 18.4%	5 17.2%	10 25.0%	3 11.5%	10 17.5%	5 15.2%	4 12.1%	6 25.0%	3 11.5%	8 16.7%
Yes, inflationary pressures are decreasing marketing spending levels	16 41.0%	12 44.4%	21 47.7%	21 42.0%	10 55.6%	31 40.8%	16 55.2%	16 40.0%	13 50.0%	24 42.1%	12 36.4%	17 51.5%	12 50.0%	12 46.2%	24 50.0%
No	15 38.5%	11 40.7%	13 29.5%	21 42.0%	8 44.4%	31 40.8%	8 27.6%	14 35.0%	10 38.5%	23 40.4%	16 48.5%	12 36.4%	6 25.0%	11 42.3%	16 33.3%

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

 **Topic 2: Monitoring Partners and Competitors**

Will you use a channel or go directly to market?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Uses channel partners	174 54.9%	75 61.0% B	37 40.7% AC	42 66.7% B	19 48.7%	58 47.2% bC	48 63.2% a	31 70.5% A	20 50.0%	9 47.4%
Does not use channel partners	143 45.1%	48 39.0% B	54 59.3% AC	21 33.3% B	20 51.3%	65 52.8% bC	28 36.8% a	13 29.5% A	20 50.0%	10 52.6%

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

 **Topic 2: Monitoring Partners and Competitors**

Will you use a channel or go directly to market?

N=317

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Uses channel partners	24 57.1% bk	3 21.4% aCGImno	20 76.9% BdFK	2 28.6% ci	5 45.5% i	5 31.3% CgIn	15 68.2% BfK	6 54.5% BdeFKIm	23 79.3% BdeFKIm	2 50.0% BdeFKIm	7 26.9% aCGImno	5 45.5% i	33 55.0% bik	8 72.7% bfk	15 60.0% bk
Does not use channel partners	18 42.9% bk	11 78.6% aCGImno	6 23.1% BdFK	5 71.4% ci	6 54.5% i	11 68.8% CgIn	7 31.8% BfK	5 45.5% BdeFKIm	6 20.7% BdeFKIm	2 50.0% BdeFKIm	19 73.1% aCGImno	6 54.5% i	27 45.0% bik	3 27.3% bfk	10 40.0% bk

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

 **Topic 2: Monitoring Partners and Competitors**

Will you use a channel or go directly to market?

N=317

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Uses channel partners	15 38.5% F	15 50.0%	24 51.1%	28 51.9%	11 57.9%	57 64.8% A	17 53.1%	20 50.0%	14 48.3%	38 56.7%	13 39.4% f	20 55.6%	19 67.9% d	18 62.1%	32 59.3%
Does not use channel partners	24 61.5% F	15 50.0%	23 48.9%	26 48.1%	8 42.1%	31 35.2% A	15 46.9%	20 50.0%	15 51.7%	29 43.3%	20 60.6% f	16 44.4%	9 32.1% d	11 37.9%	22 40.7%

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



Topic 2: Monitoring Partners and Competitors

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

Number Col %	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Partner's purchase volume</u>										
Increase	70 50.4%	33 52.4%	13 46.4%	18 48.6%	6 60.0%	23 54.8%	21 48.8%	11 40.7%	9 56.3%	5 62.5%
No Change	38 27.3%	16 25.4%	8 28.6%	11 29.7%	2 20.0%	12 28.6%	12 27.9%	7 25.9%	3 18.8%	3 37.5%
Decrease	31 22.3%	14 22.2%	7 25.0%	8 21.6%	2 20.0%	7 16.7%	10 23.3%	9 33.3%	4 25.0%	0 0.0%
<u>Partner's price per unit</u>										
Increase	63 45.0%	23 36.5%	10 34.5%	23 62.2%	6 60.0%	16 38.1%	22 50.0%	13 48.1%	7 43.8%	3 37.5%
No Change	58 41.4%	30 ^c 47.6%	12 ^c 41.4%	12 ^{ab} 32.4%	4 40.0%	21 50.0%	15 34.1%	9 33.3%	8 50.0%	4 50.0%
Decrease	19 13.6%	10 15.9%	7 24.1%	2 5.4%	0 0.0%	5 11.9%	7 15.9%	5 18.5%	1 6.3%	1 12.5%
<u>Partner will buy related products/services from my company</u>										
Increase	66 47.1%	34 54.0%	12 41.4%	16 43.2%	4 40.0%	18 42.9%	27 61.4%	9 33.3%	9 56.3%	2 25.0%
No Change	66 47.1%	26 41.3%	16 55.2%	19 51.4%	4 40.0%	23 54.8%	13 ^c 29.5%	16 ^b 59.3%	6 37.5%	6 75.0%
Decrease	8 5.7%	3 4.8%	1 3.4%	2 5.4%	2 20.0%	1 2.4%	4 ^{ace} 9.1%	2 ^b 7.4%	1 6.3%	0 0.0%
<u>Partner's level of power in our relationship</u>										
Increase	33 23.7%	10 16.1%	10 34.5%	10 27.0%	3 30.0%	8 19.0%	12 27.3%	10 37.0%	1 6.7%	2 25.0%
No Change	89 64.0%	44 71.0%	16 55.2%	22 59.5%	6 60.0%	29 69.0%	29 65.9%	14 51.9%	11 73.3%	5 62.5%
Decrease	17 12.2%	8 12.9%	3 10.3%	5 13.5%	1 10.0%	5 11.9%	3 6.8%	3 11.1%	3 20.0%	1 12.5%

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



Topic 2: Monitoring Partners and Competitors

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

Number Col %	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
<u>Partner's purchase volume</u>																
Increase	5 29.4%	1 100.0%	9 47.4%	1 50.0%	1 50.0%	2 50.0%	7 70.0%	2 40.0%	8 38.1%	1 100.0%	2 28.6%	1 33.3%	21 75.0%	3 50.0%	5 41.7%	
No Change	7 41.2%	0 0.0%	6 31.6%	0 0.0%	1 50.0%	1 25.0%	1 10.0%	3 60.0%	4 19.0%	0 0.0%	4 57.1%	1 33.3%	4 14.3%	0 0.0%	6 50.0%	
Decrease	5 29.4%	0 0.0%	4 21.1%	1 50.0%	0 0.0%	1 25.0%	2 20.0%	0 0.0%	9 42.9%	0 0.0%	1 14.3%	1 33.3%	3 10.7%	3 50.0%	1 8.3%	
<u>Partner's price per unit</u>																
Increase	8 44.4%	0 0.0%	13 68.4%	2 100.0%	1 50.0%	2 50.0%	6 60.0%	0 0.0%	11 52.4%	1 100.0%	2 28.6%	2 66.7%	6 21.4%	2 33.3%	6 50.0%	
No Change	7 38.9%	1 100.0%	4 21.1%	0 0.0%	1 50.0%	1 25.0%	3 30.0%	5 100.0%	7 33.3%	0 0.0%	4 57.1%	0 0.0%	18 64.3%	2 33.3%	5 41.7%	
Decrease	3 16.7%	0 0.0%	2 10.5%	0 0.0%	0 0.0%	1 25.0%	1 10.0%	0 0.0%	3 14.3%	0 0.0%	1 14.3%	1 33.3%	4 14.3%	2 33.3%	1 8.3%	
<u>Partner will buy related products/services from my company</u>																
Increase	11 61.1%	1 100.0%	9 47.4%	1 50.0%	0 0.0%	2 50.0%	7 70.0%	4 80.0%	7 33.3%	1 100.0%	1 14.3%	0 0.0%	13 46.4%	3 50.0%	6 50.0%	
No Change	7 38.9%	0 0.0%	9 47.4%	0 0.0%	2 100.0%	2 50.0%	2 20.0%	1 20.0%	12 57.1%	0 0.0%	6 85.7%	2 66.7%	13 46.4%	3 50.0%	6 50.0%	
Decrease	0 0.0%	0 0.0%	1 5.3%	1 50.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	1 33.3%	2 7.1%	0 0.0%	0 0.0%	
<u>Partner's level of power in our relationship</u>																
Increase	4 23.5%	0 0.0%	6 31.6%	1 50.0%	0 0.0%	1 25.0%	5 50.0%	0 0.0%	4 19.0%	0 0.0%	1 14.3%	0 0.0%	8 28.6%	2 33.3%	1 8.3%	
No Change	11 64.7%	1 100.0%	12 63.2%	1 50.0%	0 0.0%	3 75.0%	4 40.0%	4 80.0%	16 76.2%	1 100.0%	5 71.4%	3 100.0%	17 60.7%	3 50.0%	7 58.3%	
Decrease	2 11.8%	0 0.0%	1 5.3%	0 0.0%	2 100.0%	0 0.0%	1 10.0%	1 20.0%	1 4.8%	0 0.0%	1 14.3%	0 0.0%	3 10.7%	1 16.7%	4 33.3%	
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01																



Topic 2: Monitoring Partners and Competitors

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

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
<u>Partner's purchase volume</u>															
Increase	10 71.4%	8 72.7%	12 57.1%	14 60.9%	4 40.0%	19 44.2%	1 7.1%	16 80.0%	5 50.0%	18 66.7%	6 46.2%	7 50.0%	6 40.0%	5 35.7%	7 26.9%
No Change	3 21.4%	2 18.2%	5 23.8%	4 17.4%	4 40.0%	12 27.9%	7 50.0%	3 15.0%	4 40.0%	5 18.5%	4 30.8%	4 28.6%	6 40.0%	2 14.3%	10 38.5%
Decrease	1 7.1%	1 9.1%	4 19.0%	5 21.7%	2 20.0%	12 27.9%	6 42.9%	1 5.0%	1 10.0%	4 14.8%	3 23.1%	3 21.4%	3 20.0%	7 50.0%	9 34.6%
<u>Partner's price per unit</u>															
Increase	5 35.7%	4 36.4%	9 42.9%	13 56.5%	5 50.0%	21 47.7%	5 35.7%	9 45.0%	1 10.0%	15 55.6%	6 46.2%	6 40.0%	5 33.3%	7 50.0%	14 53.8%
No Change	8 57.1%	7 63.6%	8 38.1%	8 34.8%	4 40.0%	15 34.1%	6 42.9%	11 55.0%	7 70.0%	8 29.6%	6 46.2%	9 60.0%	6 40.0%	3 21.4%	8 30.8%
Decrease	1 7.1%	0 0.0%	4 19.0%	2 8.7%	1 10.0%	8 18.2%	3 21.4%	0 0.0%	2 20.0%	4 14.8%	1 7.7%	0 0.0%	4 26.7%	4 28.6%	4 15.4%
<u>Partner will buy related products/services from my company</u>															
Increase	6 42.9%	7 63.6%	8 38.1%	13 56.5%	3 30.0%	22 50.0%	5 35.7%	11 55.0%	6 60.0%	12 44.4%	8 61.5%	4 26.7%	7 46.7%	7 50.0%	11 42.3%
No Change	7 50.0%	4 36.4%	12 57.1%	8 34.8%	6 60.0%	20 45.5%	8 57.1%	8 40.0%	3 30.0%	15 55.6%	5 38.5%	8 53.3%	8 53.3%	6 42.9%	13 50.0%
Decrease	1 7.1%	0 0.0%	1 4.8%	2 8.7%	1 10.0%	2 4.5%	1 7.1%	1 5.0%	1 10.0%	0 0.0%	0 0.0%	3 20.0%	0 0.0%	1 7.1%	2 7.7%
<u>Partner's level of power in our relationship</u>															
Increase	1 7.1%	4 36.4%	6 28.6%	7 31.8%	1 10.0%	10 22.7%	4 28.6%	6 30.0%	1 10.0%	6 23.1%	3 23.1%	5 33.3%	2 13.3%	3 21.4%	7 26.9%
No Change	11 78.6%	7 63.6%	11 52.4%	13 59.1%	9 90.0%	28 63.6%	7 50.0%	11 55.0%	7 70.0%	17 65.4%	9 69.2%	10 66.7%	12 80.0%	8 57.1%	15 57.7%
Decrease	2 14.3%	0 0.0%	4 19.0%	2 9.1%	0 0.0%	6 13.6%	3 21.4%	3 15.0%	2 20.0%	3 11.5%	1 7.7%	0 0.0%	1 6.7%	3 21.4%	4 15.4%

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



Topic 2: Monitoring Partners and Competitors

Do you expect the following competitor activities for your company to increase, decrease, or have no change in the next 12 months?

Number Col %	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Emergence of new domestic competitors</u>										
Increase	116 40.1%	42 37.5%	32 38.1%	26 44.1%	16 48.5%	46 42.2%	28 38.4%	16 39.0%	14 37.8%	9 50.0%
No Change	143 49.5%	61 54.5%	42 50.0%	26 44.1%	14 42.4%	52 47.7%	34 46.6%	20 48.8%	21 56.8%	8 44.4%
Decrease	30 10.4%	9 8.0%	10 11.9%	7 11.9%	3 9.1%	11 10.1%	11 15.1%	5 12.2%	2 5.4%	1 5.6%
<u>Emergence of new global competitors</u>										
Increase	92 31.9%	44 39.3% d	23 27.4%	19 32.8%	6 18.2% a	30 27.5%	27 37.0%	9 22.5% e	12 32.4%	9 50.0% c
No Change	179 62.2%	62 55.4% d	56 66.7%	35 60.3%	26 78.8% a	72 66.1%	40 54.8%	29 72.5%	23 62.2%	9 50.0%
Decrease	17 5.9%	6 5.4%	5 6.0%	4 6.9%	1 3.0%	7 6.4%	6 8.2%	2 5.0%	2 5.4%	0 0.0%
<u>Intense rivalry for customers</u>										
Increase	194 67.8%	81 73.0%	54 64.3%	36 62.1%	22 68.8%	80 73.4%	45 62.5%	27 67.5%	25 67.6%	10 55.6%
No Change	88 30.8%	29 26.1%	28 33.3%	21 36.2%	10 31.3%	27 24.8%	26 36.1%	12 30.0%	12 32.4%	8 44.4%
Decrease	4 1.4%	1 0.9%	2 2.4%	1 1.7%	0 0.0%	2 1.8%	1 1.4%	1 2.5%	0 0.0%	0 0.0%

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



Topic 2: Monitoring Partners and Competitors

Do you expect the following competitor activities for your company to increase, decrease, or have no change in the next 12 months?

Number Col %	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>Competitor innovation</u>										
Increase	170 59.2%	68 61.3%	51 60.7%	35 60.3%	16 48.5%	68 62.4%	43 58.9%	22 53.7%	20 55.6%	10 55.6%
No Change	106 36.9%	38 34.2%	30 35.7%	21 36.2%	16 48.5%	38 34.9%	25 34.2%	17 41.5%	16 44.4%	8 44.4%
Decrease	11 3.8%	5 4.5%	3 3.6%	2 3.4%	1 3.0%	3 2.8%	5 6.8%	2 4.9%	0 0.0%	0 0.0%
<u>Competitor price-cutting</u>										
Increase	148 52.1%	55 50.0%	38 46.3%	36 61.0%	18 56.3%	57 52.8%	38 54.3%	19 46.3%	17 45.9%	10 55.6%
No Change	103 36.3%	42 38.2%	32 39.0%	17 28.8%	12 37.5%	39 36.1%	24 34.3%	18 43.9%	16 43.2%	4 22.2%
Decrease	33 11.6%	13 11.8%	12 14.6%	6 10.2%	2 6.3%	12 11.1%	8 11.4%	4 9.8%	4 10.8%	4 22.2%
<u>Cooperation on non-price strategies</u>										
Increase	47 16.5%	18 16.5%	12 14.6%	11 18.6%	6 18.2%	20 18.7%	9 12.5%	11 26.8%	6 16.2%	1 5.6%
No Change	217 76.4%	88 80.7%	60 73.2%	43 72.9%	25 75.8%	79 73.8%	60 83.3%	27 65.9%	28 75.7%	14 77.8%
Decrease	20 7.0%	3 2.8%	10 12.2%	5 8.5%	2 6.1%	8 7.5%	3 4.2%	3 7.3%	3 8.1%	3 16.7%
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01						



Topic 2: Monitoring Partners and Competitors

Do you expect the following competitor activities for your company to increase, decrease, or have no change in the next 12 months?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transporta- tion N	Retail Wholesale O
<u>Emergence of new domestic competitors</u>															
Increase	16 42.1%	5 38.5%	9 36.0%	4 57.1%	5 62.5%	3 20.0%	10 55.6%	6 54.5%	8 29.6%	0 0.0%	12 46.2%	2 22.2%	28 50.9%	2 22.2%	4 17.4%
No Change	18 47.4%	8 61.5%	12 48.0%	1 14.3%	3 37.5%	9 60.0%	7 38.9%	5 45.5%	17 63.0%	2 66.7%	12 46.2%	6 66.7%	24 43.6%	5 55.6%	14 60.9%
Decrease	4 10.5%	0 0.0%	4 16.0%	2 28.6%	0 0.0%	3 20.0%	1 5.6%	0 0.0%	2 7.4%	1 33.3%	2 7.7%	1 11.1%	3 5.5%	2 22.2%	5 21.7%
<u>Emergence of new global competitors</u>															
Increase	8 21.1%	5 41.7%	8 32.0%	0 0.0%	3 37.5%	4 26.7%	5 27.8%	7 63.6%	4 14.8%	1 33.3%	9 34.6%	1 11.1%	28 50.9%	2 22.2%	6 26.1%
No Change	29 76.3%	6 50.0%	15 60.0%	6 85.7%	5 62.5%	10 66.7%	13 72.2%	4 36.4%	21 77.8%	2 66.7%	17 65.4%	6 66.7%	23 41.8%	6 66.7%	15 65.2%
Decrease	1 2.6%	1 8.3%	2 8.0%	1 14.3%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	2 7.4%	0 0.0%	0 0.0%	2 22.2%	4 7.3%	1 11.1%	2 8.7%
<u>Intense rivalry for customers</u>															
Increase	27 71.1%	7 53.8%	17 70.8%	5 71.4%	5 62.5%	7 46.7%	16 94.1%	7 70.0%	16 59.3%	1 33.3%	17 65.4%	4 44.4%	41 74.5%	6 66.7%	16 69.6%
No Change	10 26.3%	6 46.2%	7 29.2%	2 28.6%	3 37.5%	6 40.0%	1 5.9%	3 30.0%	11 40.7%	2 66.7%	9 34.6%	5 55.6%	13 23.6%	3 33.3%	7 30.4%
Decrease	1 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.8%	0 0.0%	0 0.0%

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



Topic 2: Monitoring Partners and Competitors

Do you expect the following competitor activities for your company to increase, decrease, or have no change in the next 12 months?

Number Col %	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transporta- tion N	Retail Wholesale O
<u>Competitor innovation</u>															
Increase	28 73.7% cFjn	7 53.8%	12 48.0% a	5 71.4%	6 75.0%	5 33.3% Am	12 66.7% j	7 70.0%	17 63.0% j	0 0.0% agim	14 53.8%	4 50.0%	35 63.6% fj	3 33.3% a	13 56.5%
No Change	6 15.8% bCFjklmN	6 46.2%	12 48.0% A	2 28.6%	2 25.0%	10 66.7% Aim	6 33.3%	3 30.0%	9 33.3% f	2 66.7% a	11 42.3% a	4 50.0% a	19 34.5% af	6 66.7% A	8 34.8%
Decrease	4 10.5%	0 0.0% j	1 4.0%	0 0.0%	0 0.0%	0 0.0% j	0 0.0% j	0 0.0%	1 3.7%	1 33.3% bfgM	1 3.8%	0 0.0%	1 1.8% J	0 0.0%	2 8.7% c
<u>Competitor price-cutting</u>															
Increase	20 54.1% e	7 53.8%	16 64.0% ef	5 71.4% e	1 12.5% acdmmo	4 26.7% cmno	7 43.8%	4 40.0%	13 48.1%	2 66.7%	10 38.5%	5 55.6%	31 57.4% ef	7 77.8% ef	15 65.2% ef
No Change	13 35.1%	3 23.1%	5 20.0% ehk	2 28.6%	5 62.5% cn	7 46.7% m	6 37.5%	6 60.0%	10 37.0%	1 33.3%	14 53.8% cn	3 33.3% cn	21 38.9% ehk	1 11.1% ehk	6 26.1%
Decrease	4 10.8%	3 23.1% m	4 16.0%	0 0.0%	2 25.0% m	4 26.7% M	3 18.8% m	0 0.0%	4 14.8%	0 0.0%	2 7.7%	1 11.1%	2 3.7% beFg	1 11.1%	2 8.7%
<u>Cooperation on non-price strategies</u>															
Increase	7 18.4%	2 15.4%	3 12.0%	0 0.0%	1 12.5%	3 20.0%	6 33.3%	1 10.0%	3 11.1%	1 33.3%	4 16.7%	2 22.2%	9 16.7%	0 0.0%	5 21.7%
No Change	27 71.1%	9 69.2%	20 80.0%	6 85.7%	7 87.5%	12 80.0%	11 61.1%	9 90.0%	23 85.2%	2 66.7%	18 75.0%	5 55.6%	42 77.8%	7 87.5%	17 73.9%
Decrease	4 10.5%	2 15.4%	2 8.0%	1 14.3%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	1 3.7%	0 0.0%	2 8.3%	2 22.2%	3 5.6%	1 12.5%	1 4.3%

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



Topic 2: Monitoring Partners and Competitors

Do you expect the following competitor activities for your company to increase, decrease, or have no change in the next 12 months?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
<u>Emergence of new domestic competitors</u>															
Increase	19 48.7%	13 48.1%	23 52.3%	20 40.0%	4 22.2%	24 31.2%	11 37.9%	20 50.0%	11 42.3%	26 45.6%	14 42.4%	11 33.3%	7 29.2%	11 40.7%	15 31.3%
No Change	19 48.7%	12 44.4%	14 31.8%	26 52.0%	11 61.1%	42 54.5%	16 55.2%	17 42.5%	11 42.3%	28 49.1%	15 45.5%	19 57.6%	13 54.2%	13 48.1%	27 56.3%
Decrease	1 2.6%	2 7.4%	7 15.9%	4 8.0%	3 16.7%	11 14.3%	2 6.9%	3 7.5%	4 15.4%	3 5.3%	4 12.1%	3 9.1%	4 16.7%	3 11.1%	6 12.5%
<u>Emergence of new global competitors</u>															
Increase	13 33.3%	10 37.0%	14 31.8%	17 34.0%	5 27.8%	18 23.4%	11 39.3%	13 32.5%	8 30.8%	19 33.3%	12 36.4%	9 27.3%	7 29.2%	9 33.3%	14 29.8%
No Change	24 61.5%	14 51.9%	29 65.9%	30 60.0%	12 66.7%	54 70.1%	15 53.6%	23 57.5%	17 65.4%	36 63.2%	18 54.5%	21 63.6%	17 70.8%	18 66.7%	29 61.7%
Decrease	2 5.1%	3 11.1%	1 2.3%	3 6.0%	1 5.6%	5 6.5%	2 7.1%	4 10.0%	1 3.8%	2 3.5%	3 9.1%	3 9.1%	0 0.0%	0 0.0%	4 8.5%
<u>Intense rivalry for customers</u>															
Increase	18 47.4%	16 59.3%	32 74.4%	35 71.4%	14 77.8%	52 67.5%	25 86.2%	21 52.5%	15 57.7%	35 63.6%	24 72.7%	21 65.6%	18 75.0%	21 77.8%	39 81.3%
No Change	19 50.0%	11 40.7%	11 25.6%	14 28.6%	4 22.2%	22 28.6%	4 13.8%	18 45.0%	11 42.3%	20 36.4%	9 27.3%	11 34.4%	5 20.8%	5 18.5%	8 16.7%
Decrease	1 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 3.9%	0 0.0%	1 2.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	1 3.7%	1 2.1%
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01															



Topic 2: Monitoring Partners and Competitors

Do you expect the following competitor activities for your company to increase, decrease, or have no change in the next 12 months?

Number Col %	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
<u>Competitor price-cutting</u>															
Increase	13 34.2%	13 50.0%	26 59.1%	28 56.0%	11 61.1%	37 50.0%	17 58.6%	16 40.0%	12 48.0%	31 55.4%	20 60.6%	14 42.4%	14 63.6%	13 48.1%	28 59.6%
No Change	18 47.4%	10 38.5%	14 31.8%	18 36.0%	4 22.2%	27 36.5%	10 34.5%	18 45.0%	11 44.0%	17 30.4%	12 36.4%	13 39.4%	8 36.4%	8 29.6%	15 31.9%
Decrease	7 18.4%	3 11.5%	4 9.1%	4 8.0%	3 16.7%	10 13.5%	2 6.9%	6 15.0%	2 8.0%	8 14.3%	1 3.0%	6 18.2%	0 0.0%	6 22.2%	4 8.5%
<u>Cooperation on non-price strategies</u>															
Increase	5 13.9%	5 18.5%	11 25.0%	7 14.6%	1 5.6%	12 15.6%	4 13.8%	8 21.1%	3 11.5%	12 21.4%	4 12.9%	5 15.2%	3 12.5%	5 18.5%	7 14.6%
No Change	27 75.0%	21 77.8%	32 72.7%	37 77.1%	14 77.8%	60 77.9%	24 82.8%	27 71.1%	20 76.9%	43 76.8%	25 80.6%	22 66.7%	20 83.3%	20 74.1%	39 81.3%
Decrease	4 11.1%	1 3.7%	1 2.3%	4 8.3%	3 16.7%	5 6.5%	1 3.4%	3 7.9%	3 11.5%	1 1.8%	2 6.5%	6 18.2%	1 4.2%	2 7.4%	2 4.2%
<u>Competitor innovation</u>															
Increase	20 52.6%	13 48.1%	30 68.2%	30 60.0%	12 70.6%	44 57.1%	18 62.1%	23 57.5%	14 53.8%	37 66.1%	16 48.5%	19 59.4%	12 50.0%	19 70.4%	30 62.5%
No Change	17 44.7%	13 48.1%	13 29.5%	17 34.0%	5 29.4%	29 37.7%	10 34.5%	16 40.0%	11 42.3%	18 32.1%	15 45.5%	12 37.5%	9 37.5%	8 29.6%	16 33.3%
Decrease	1 2.6%	1 3.7%	1 2.3%	3 6.0%	0 0.0%	4 5.2%	1 3.4%	1 2.5%	1 3.8%	1 1.8%	2 6.1%	1 3.1%	3 12.5%	0 0.0%	2 4.2%

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

 **Topic 3: Marketing Spending**

Marketing expenses account for what percent of your company's overall budget?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	169	61	52	31	25	67	49	16	23	12
Mean	10.62	9.66	7.23	18.25	10.58	6.81	10.65	11.83	16.04	20.13
SD	11.28	9.06	9.83	13.56	12.12	7.01	12.11	11.23	13.94	13.95
		C	C	ABd	c	bcDE	ae	a	A	Ab

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

 **Topic 3: Marketing Spending**

Marketing expenses account for what percent of your company's overall budget?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Number	19	10	13	5	2	10	12	6	16	2	18	5	32	5	13
Mean	9.49	14.27	25.19	11.74	11.50	3.83	6.80	12.83	3.75	6.50	7.08	10.61	11.80	1.52	14.52
SD	11.00	13.77	11.31	7.11	4.95	4.82	7.44	5.78	3.24	4.95	9.48	14.25	10.42	1.98	15.19
	C	cfIAbdFGHjKl MN		cfIn	IN	bCdHmo	C	cFIN BCDEHMo		c	C	c	CfIn	CdEHm	fi

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

 **Topic 3: Marketing Spending**

Marketing expenses account for what percent of your company's overall budget?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	21	17	29	33	10	44	14	25	17	32	19	21	12	17	25
Mean	17.96	8.53	11.06	8.57	8.02	10.49	8.42	18.06	9.11	8.33	10.63	11.34	8.08	8.53	8.06
SD	13.08	8.12	10.77	8.67	6.01	13.16	12.31	11.34	9.40	8.95	10.42	12.24	11.18	11.90	11.31
	bcDefg	a	a	A	a	a	a	bCdfgH	a	A	a		a	a	A

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



Topic 3: Marketing Spending

Marketing expenses account for what percent of your company's revenues?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	170	60	52	33	25	67	51	18	22	12
Mean	9.16	7.91	7.43	13.19	10.41	6.18	5.56	7.76	24.17	15.64
SD	11.62	9.84	11.28	13.18	13.28	8.08	8.32	8.84	15.48	13.31
		c	c	ab		DE	DE	D	ABC	AB

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

 **Topic 3: Marketing Spending**

Marketing expenses account for what percent of your company's revenues?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Number	20	10	15	7	2	10	10	7	16	2	18	4	29	5	14
Mean	4.79	22.72	12.98	11.26	22.42	7.45	9.76	10.71	3.10	5.00	7.65	14.22	9.41	1.20	9.44
SD	7.18	18.29	13.19	14.48	24.64	13.70	12.02	11.63	3.36	0.00	11.11	18.33	7.95	2.15	11.34
	Bcem	AflkMno	aI	i	aI	b	i	iBCdEghlMo			b	i	aBI	bm	bi

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

 **Topic 3: Marketing Spending**

Marketing expenses account for what percent of your company's revenues?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
N	18	17	26	32	13	48	15	21	17	29	20	23	14	18	27
Mean	19.01	15.50	9.07	6.33	4.89	7.57	5.06	19.53	12.01	9.01	6.61	8.31	6.70	5.21	4.83
SD	14.68	13.45	10.97	8.34	10.59	10.34	10.10	14.54	13.01	10.21	6.33	12.52	8.26	9.66	8.61
	cDEFG	Defg	a	AB	Ab	Ab	Ab	CDEFGH	h	A	A	A	A	A	Ab

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

 **Topic 3: Marketing Spending**

By what percent has your marketing spending changed in the prior 12 months?

Number Mean SD	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Overall marketing spending	187 2.57 16.93	67 1.34 19.37	58 2.36 16.35	36 4.96 14.44	26 2.90 15.11	72 2.56 16.83	55 0.61 14.28	23 -0.23 12.67	23 8.88 19.51	12 8.22 25.53
Digital marketing spending	185 7.94 22.98	67 4.25 26.40	55 8.24 15.74	37 13.00 24.01	26 9.58 24.57	70 6.63 21.49	54 5.80 14.30	24 2.21 23.26	23 16.65 27.26	12 23.75 40.74

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

 **Topic 3: Marketing Spending**

By what percent has your marketing spending changed in the prior 12 months?

Number Mean SD	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Overall marketing spending	21 1.71 19.58	11 5.91 21.43	18 2.06 17.36	5 -1.45 22.69	2 18.72 40.62	11 9.99 21.75	13 3.54 7.99	7 5.00 10.00	17 -3.07 12.03	2 12.50 3.54	19 -0.13 20.21	5 2.00 10.95	35 0.92 17.54	6 2.50 6.12	14 6.03 14.47
Digital marketing spending	20 2.60 29.13	11 11.64 20.92	18 5.83 15.74	5 15.00 47.83	2 25.00 7.07	11 8.18 19.40	13 6.15 10.67	7 5.00 4.08	17 2.06 15.92	2 11.00 12.73	19 3.42 10.81	4 28.25 17.29	34 6.62 29.02	6 6.67 10.33	15 22.87 32.37
			1		gHk		eL	EL	Lo		eLo	cGHIKn		1	ik

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

 **Topic 3: Marketing Spending**

By what percent has your marketing spending changed in the prior 12 months?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Overall marketing spending	21 6.72 19.66 g	18 5.48 24.06	32 2.51 21.76	35 4.20 13.97 g	12 5.12 17.72	50 0.61 11.03	17 -4.90 14.07 ad	24 9.29 20.83 H	17 1.02 27.29	38 2.63 15.51	21 6.95 14.27 H	25 2.98 15.11	15 -1.33 12.17	17 0.80 15.36	29 -3.39 11.60 AD
Digital marketing spending	21 6.90 29.98	18 11.11 24.23	31 9.42 30.93	34 11.18 19.39	12 1.08 25.45	50 6.58 13.42	17 5.53 25.80	24 12.71 29.52	17 2.94 35.75	37 12.16 25.54	21 11.67 10.85	24 5.46 11.33	14 1.79 23.09	17 5.18 19.09	30 5.13 20.32

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

Topic 3: Marketing Spending

Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in each area. Be sure to report the level and direction of the change (e.g., -5%, 0%, 10%).

Number Mean SD	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Digital marketing spending	173 9.87 12.73	64 9.28 13.29	50 9.69 13.38	35 9.49 11.08	24 12.39 12.54	69 9.19 13.23	49 8.61 12.46	23 11.36 12.07	20 13.02 13.68	11 11.82 11.24
Overall marketing spending	179 7.20 12.33	67 6.79 12.07	53 6.55 13.94	34 8.40 12.31	25 8.04 9.68	71 8.64 12.21	53 3.78 11.71	22 7.62 13.15	21 10.82 14.01	11 7.27 9.32
Customer relationship management	160 6.15 8.03	58 5.45 8.10	46 5.13 7.10	34 6.87 7.93	22 9.00 9.47	62 5.54 7.87	48 6.01 7.76	19 6.66 7.75	20 8.00 9.23	10 6.50 9.44
Brand building	167 5.52 9.99	60 5.92 9.87	51 4.92 9.86	34 4.32 8.94	22 7.68 12.24	66 7.10 10.52	47 2.93 8.77	22 8.95 10.50	20 4.45 10.73	11 2.73 6.84
New product introductions	163 5.49 8.38	61 5.55 9.13	46 5.02 7.52	35 6.26 8.52	21 5.09 8.17	62 3.66 7.77	46 4.88 7.36	23 7.17 7.96	21 9.38 10.80	10 8.20 9.61
Customer experience spending	158 4.98 7.37	57 2.88 5.70	45 6.88 8.48	33 5.24 8.01	23 6.09 6.90	59 5.14 9.04	47 4.15 5.87	21 7.29 7.73	20 4.75 5.58	10 4.00 5.16
New service introductions	156 3.72 6.61	56 1.51 4.96	45 6.02 7.55	33 2.41 5.37	22 6.61 7.66	58 3.28 6.48	46 4.36 7.63	20 5.17 7.76	20 3.55 4.35	11 1.36 3.23
Traditional advertising spending	162 -0.55 8.55	58 -1.32 7.88	47 -1.45 8.12	35 1.81 9.02	22 -0.36 10.12	62 -0.44 7.55	48 -3.26 9.95	21 2.20 8.33	20 1.90 7.75	10 1.00 6.99

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

Topic 3: Marketing Spending

Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in each area.
Be sure to report the level and direction of the change (e.g., -5%, 0%, 10%).

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Digital marketing spending	19 13.71 14.37 I	8 12.10 20.52 I	18 9.68 13.07 I	4 9.25 8.30 i	3 18.00 13.11 hI	9 3.92 16.04 I	14 11.07 9.24 I	7 5.71 4.50 e	15 3.20 4.06 AdEGLmno	2 10.00 14.14 I	17 6.78 11.63 I	5 20.05 19.76 I	32 10.73 13.33 i	6 14.21 17.24 i	13 9.08 7.15 i
Overall marketing spending	20 11.53 12.28 I	9 11.16 21.89 I	18 9.70 14.57 i	4 4.00 4.32 I	3 -2.00 7.21 I	10 8.52 16.29 I	14 6.36 10.83 I	7 7.14 8.59 AcMNo	16 -0.07 7.71 AcMNo	2 5.00 14.14 I	18 3.08 14.16 I	6 6.67 8.16 I	33 8.44 10.28 I	6 13.93 14.49 I	12 6.42 6.97 i
Customer relationship management	17 7.45 7.96	7 8.57 10.29	17 4.92 9.11	3 6.67 5.77	3 0.00 0.00	8 5.07 9.05	11 8.09 8.78	7 6.43 3.78	15 3.57 8.14	2 5.00 7.07	16 5.04 7.85	6 6.67 9.83	29 4.97 6.80	6 11.67 10.33	12 9.67 8.55
Brand building	19 9.63 10.41 o	8 8.13 17.10	18 5.53 11.03	4 4.25 7.23	3 7.33 11.02	8 8.75 9.91	11 3.18 11.46	7 2.14 7.56	15 6.72 12.04	2 5.50 6.36	17 3.24 10.74	6 0.83 6.65	31 5.70 7.69	6 6.67 10.80	11 2.45 5.13 a
New product introductions	17 6.00 8.45 k	8 13.00 11.68 fKo	18 9.58 11.06 K	3 2.33 4.04	3 1.67 2.89	8 1.25 3.54 b	12 5.17 8.71	7 2.14 6.99	15 5.67 7.29 k	2 2.50 3.54	16 1.25 2.89 aBCiln	5 7.00 6.71 k	30 5.83 9.07	5 9.40 11.59 k	13 3.54 6.21 b
Customer experience spending	17 6.23 9.18	6 10.83 10.21 ci	17 2.65 4.37 b	4 7.50 5.00	3 7.67 10.79	8 6.56 9.53	11 3.64 7.10	7 7.50 9.45	15 1.87 5.42 b	2 6.00 5.66	16 5.78 8.93	6 7.83 9.39	28 4.29 6.49	5 5.00 7.07	12 4.00 4.69
New service introductions	16 4.06 6.88	8 8.18 8.09 Cfh	17 0.43 4.40 Begikn	2 0.00 0.00	3 7.00 7.55 cf	8 0.25 0.71 ben	11 5.64 8.09 c	7 0.00 2.89 b	14 5.61 7.30 c	2 2.50 3.54	16 5.34 7.47 c	6 1.67 4.08	28 3.39 6.24	5 8.10 9.24 cf	12 3.21 7.26
Traditional advertising spending	17 3.82 6.26 eGmo	7 -2.14 7.56	18 3.23 12.30 g	4 -1.00 6.22	3 -6.67 11.55 a	8 0.00 0.00	11 -6.56 10.20 Aci	7 0.71 6.73	15 0.33 6.40 g	2 0.00 0.00	17 -1.01 10.22	5 -1.00 5.48	29 -1.52 7.59 a	6 1.67 8.16	12 -2.50 5.84 a

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

Topic 3: Marketing Spending

Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in each area.
Be sure to report the level and direction of the change (e.g., -5%, 0%, 10%).

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Digital marketing spending	17 20.29 16.40 cDeFg	14 16.45 15.41 dF	32 8.77 13.47 a	35 7.36 12.08 Ab	12 8.08 8.34 a	47 7.54 9.16 AB	14 7.02 11.50 a	20 20.55 15.38 CDEFGH	14 13.25 15.84	36 7.44 11.18 A	23 9.01 11.88 A	24 8.82 12.95 A	14 5.07 8.28 A	15 9.67 8.76 a	26 7.63 12.11 A
Overall marketing spending	19 16.57 13.43 cDFG	16 15.56 15.42 cDFG	31 7.76 10.69 abf	35 4.91 10.18 AB	12 9.38 11.68 f	48 3.31 8.72 ABce	16 0.65 14.65 AB	22 17.31 12.92 CDEFGH	16 12.84 14.81 fH	35 6.82 10.50 Ah	23 6.46 9.21 A	24 4.74 10.83 A	15 1.87 9.86 Ab	16 8.79 11.54 ah	27 0.46 12.13 ABcg
Customer relationship management	15 9.41 10.79	12 11.71 10.58 cdf	28 4.20 7.02 b	33 5.21 5.60 b	10 5.00 7.07	45 6.02 7.57 b	15 6.11 9.71	18 8.64 10.03 ce	12 10.10 11.62 cef	32 3.81 5.10 abG	20 6.48 5.99	24 3.25 5.44 abG	12 2.17 6.18 bG	15 11.33 8.34 CEF	26 6.60 9.38
Brand building	17 7.18 8.94 g	13 10.00 10.80 G	30 6.57 8.58 G	33 6.02 10.47 g	12 6.25 10.03	45 4.11 8.92 g	15 -1.69 11.34 aBCdf	19 8.16 10.17 eH	14 10.00 10.74 eH	34 7.85 7.85 eH	22 8.16 11.00 eH	23 1.78 9.36 abcd	14 4.71 10.62	15 7.13 7.63 H	25 -1.34 9.36 ABCDG
New product introductions	17 7.88 10.46	11 7.73 8.76	31 4.87 8.30	33 6.33 8.94	11 7.00 7.48	44 4.02 5.94	14 1.82 9.57	20 10.30 11.79 ceh	12 7.50 8.92	34 4.94 7.49 a	22 6.55 7.82	22 3.41 6.62 a	12 4.17 7.64	15 4.47 6.44	25 3.82 8.71 a
Customer experience spending	15 5.20 7.21	12 7.49 10.49	27 3.42 6.69	32 4.83 7.04	11 5.64 7.31	44 4.62 7.38	15 5.40 5.58	18 6.11 8.14 f	12 5.83 10.56	31 4.68 7.92	21 6.57 5.37 F	22 3.93 8.80	12 0.50 2.58 aDGh	15 7.00 6.76 F	26 4.46 6.10 f
New service introductions	16 5.38 6.45	11 1.82 6.03	27 3.72 6.92	32 4.69 6.34	10 3.00 3.50	43 2.85 6.31	15 3.41 8.68	18 5.30 7.62	13 5.00 7.64	30 2.50 5.69	20 3.32 5.30	22 4.55 7.39	12 2.50 3.99	15 4.37 6.59	25 2.93 7.82
Traditional advertising spending	15 -0.48 8.18	12 1.25 3.77 g	28 1.43 9.11 g	34 -1.01 8.06 g	12 2.36 9.95 g	45 -1.12 8.57 g	14 -6.51 9.12 bcdef	18 0.16 7.63 h	12 3.75 7.42 eH	32 0.72 7.17 H	22 0.31 7.24 h	24 -3.33 8.56 bg	13 0.38 9.23 h	15 3.29 9.08 eH	25 -6.06 9.19 aBCdfG

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

 **Topic 3: Marketing Spending**

What expenses are included in your marketing budget? (Check all that apply)

N=199	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Direct expenses of marketing activities	183 92.0%	67 95.7%	54 88.5%	37 90.2%	25 92.6%	71 93.4%	54 96.4%	22 88.0%	21 84.0%	11 84.6%
Brand-related expenses	179 89.9%	66 94.3% b	50 82.0% a	38 92.7%	25 92.6%	67 88.2%	52 92.9%	24 96.0%	21 84.0%	11 84.6%
Social media marketing	174 87.4%	61 87.1%	51 83.6%	36 87.8%	26 96.3%	64 84.2%	53 94.6% E	24 96.0% E	21 84.0%	8 61.5% BC
Marketing employees	162 81.4%	58 82.9%	51 83.6%	29 70.7%	24 88.9%	62 81.6%	46 82.1%	22 88.0%	17 68.0%	11 84.6%
Marketing analytics	153 76.9%	53 75.7%	41 67.2% cd	35 85.4% b	24 88.9% b	55 72.4% c	45 80.4%	23 92.0% ad	17 68.0% c	10 76.9%
Marketing technologies	153 76.9%	53 75.7%	50 82.0%	28 68.3%	22 81.5%	56 73.7%	45 80.4%	18 72.0%	19 76.0%	12 92.3%
Marketing research	138 69.3%	47 67.1%	36 59.0% cd	32 78.0% b	23 85.2% b	44 57.9% Bc	45 80.4% A	21 84.0% a	17 68.0%	8 61.5%
Other overhead costs associated with marketing	127 63.8%	48 68.6%	40 65.6%	22 53.7%	17 63.0%	52 68.4% dE	39 69.6% dE	19 76.0% dE	11 44.0% abc	3 23.1% ABC
Mobile marketing	115 57.8%	40 57.1%	25 41.0% CD	30 73.2% B	20 74.1% B	35 46.1% B	42 75.0% Ade	17 68.0%	13 52.0% b	6 46.2% b
Customer experience expenses	109 54.8%	40 57.1%	29 47.5%	27 65.9%	13 48.1%	37 48.7% c	35 62.5%	19 76.0% ad	11 44.0% c	6 46.2%

 **Topic 3: Marketing Spending**

What expenses are included in your marketing budget? (Check all that apply) - continued

N=199

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Marketing training	101 50.8%	43 61.4% b	24 39.3% a	18 43.9%	16 59.3%	38 50.0%	32 57.1%	13 52.0%	12 48.0%	4 30.8%
Sales support tools	75 37.7%	33 47.1%	20 32.8%	12 29.3%	10 37.0%	29 38.2%	22 39.3%	12 48.0%	6 24.0%	5 38.5%
Sales employees	28 14.1%	9 12.9%	9 14.8%	5 12.2%	5 18.5%	5 6.6% C	8 14.3%	7 28.0% A	4 16.0%	3 23.1%

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

Topic 3: Marketing Spending

What expenses are included in your marketing budget? (Check all that apply)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Direct expenses of marketing activities	24 100.0% Bek	7 63.6% AgM	16 84.2% m	7 100.0%	3 75.0% aM	9 90.0%	14 100.0%	7 100.0%	15 88.2% m	2 100.0%	16 80.0% aM	7 100.0%	35 100.0% BcEiK	6 100.0%	14 93.3%
Social media marketing	24 100.0% BeFhi	7 63.6% AM	16 84.2%	6 85.7%	3 75.0% a	6 60.0% AM	13 92.9%	5 71.4% am	13 76.5% am	2 100.0%	17 85.0%	7 100.0%	34 97.1% BFhi	6 100.0%	14 93.3%
Brand-related expenses	24 100.0% beFN	9 81.8% a	18 94.7%	7 100.0%	3 75.0% a	7 70.0% Am	13 92.9%	6 85.7%	15 88.2%	2 100.0%	17 85.0%	7 100.0%	33 94.3% fn	4 66.7% Am	14 93.3%
Marketing technologies	20 83.3% h	7 63.6% m	12 63.2% m	6 85.7%	2 50.0% m	5 50.0% klM	11 78.6%	3 42.9% aklMn	10 58.8% kM	2 100.0%	18 90.0% fhi	7 100.0% fh	32 91.4% bceFHI	6 100.0% h	11 73.3%
Marketing research	19 79.2% eK	6 54.5%	14 73.7% K	7 100.0% eiK	1 25.0% admo	6 60.0%	10 71.4% k	6 85.7% k	9 52.9% dmo	1 50.0%	6 30.0% ACDghlMn O	6 85.7% k	28 80.0% eiK	5 83.3% k	13 86.7% eiK
Marketing analytics	18 75.0% o	8 72.7% o	14 73.7% o	7 100.0% ik	3 75.0%	6 60.0% o	13 92.9% ik	7 100.0% ik	9 52.9% dghmO	2 100.0%	10 50.0% dghmO	6 85.7%	29 82.9% ik	5 83.3%	15 100.0% abcfIK
Marketing employees	18 75.0% m	8 72.7%	10 52.6% klMn	6 85.7%	3 75.0%	8 80.0%	12 85.7%	6 85.7%	13 76.5%	2 100.0%	17 85.0% c	7 100.0% c	33 94.3% aC	6 100.0% c	12 80.0%
Other overhead costs associated with marketing	17 70.8% c	7 63.6% f	6 31.6% aFghlm	5 71.4%	2 50.0% f	10 100.0% bCelkm	11 78.6% ci	6 85.7% c	7 41.2% Fg	2 100.0%	10 50.0% f	6 85.7% c	24 68.6% cf	4 66.7%	10 66.7%
Customer experience expenses	16 66.7%	5 45.5%	10 52.6%	4 57.1%	3 75.0%	7 70.0%	7 50.0%	5 71.4%	8 47.1%	1 50.0%	11 55.0%	3 42.9%	15 42.9%	2 33.3%	11 73.3%
Mobile marketing	14 58.3%	7 63.6%	14 73.7% Kl	5 71.4%	2 50.0%	4 40.0% o	9 64.3%	4 57.1%	9 52.9% o	2 100.0%	6 30.0% CnO	2 28.6% co	19 54.3% o	5 83.3% k	13 86.7% fiKlM

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

 **Topic 3: Marketing Spending**

What expenses are included in your marketing budget? (Check all that apply) - continued

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Marketing training	12 50.0%	4 36.4%	6 31.6%	3 42.9%	2 50.0%	5 50.0%	11 78.6%	4 57.1%	9 52.9%	2 100.0%	5 25.0%	5 71.4%	19 54.3%	5 83.3%	8 53.3%
		g	gn				bcK			k	Gjlmn	k	k	ck	
Sales support tools	10 41.7%	4 36.4%	7 36.8%	3 42.9%	0 0.0%	2 20.0%	5 35.7%	4 57.1%	12 70.6%	1 50.0%	8 40.0%	0 0.0%	11 31.4%	3 50.0%	4 26.7%
	1				i	i		1	efLmo			ahI	i		i
Sales employees	2 8.3%	3 27.3%	2 10.5%	1 14.3%	0 0.0%	1 10.0%	2 14.3%	0 0.0%	6 35.3%	0 0.0%	4 20.0%	0 0.0%	2 5.7%	0 0.0%	4 26.7%
	i								aM				Io		m

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

Topic 3: Marketing Spending

What expenses are included in your marketing budget? (Check all that apply)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Social media marketing	18 78.3% f	14 82.4%	26 76.5% df	36 94.7% c	11 84.6%	51 94.4% ac	17 94.4%	20 76.9% g	11 68.8% fg	35 85.4%	21 91.3%	22 88.0%	15 100.0% b	19 100.0% ab	30 90.9%
Brand-related expenses	17 73.9% Df	15 88.2%	28 82.4% d	37 97.4% Ac	13 100.0%	51 94.4% a	17 94.4%	21 80.8%	15 93.8%	36 87.8%	20 87.0%	23 92.0%	15 100.0%	18 94.7%	31 93.9%
Marketing analytics	16 69.6% g	11 64.7% dG	20 58.8% DG	34 89.5% bC	10 76.9% g	42 77.8% g	18 100.0% aBCef	21 80.8% b	8 50.0% afH	30 73.2%	18 78.3%	20 80.0%	14 93.3% b	13 68.4%	29 87.9% B
Direct expenses of marketing activities	16 69.6% bcDeF	17 100.0% a	31 91.2% a	37 97.4% A	13 100.0% a	52 96.3% A	17 94.4%	21 80.8% eg	15 93.8%	36 87.8%	21 91.3%	25 100.0% a	15 100.0%	19 100.0% a	30 90.9%
Marketing research	14 60.9%	10 58.8%	16 47.1% dFG	29 76.3% c	10 76.9%	41 75.9% C	16 88.9% C	15 57.7%	8 50.0% h	27 65.9%	17 73.9%	18 72.0%	11 73.3%	15 78.9%	26 78.8% b
Marketing technologies	14 60.9% cd	11 64.7% d	29 85.3% a	34 89.5% ab	11 84.6%	41 75.9%	13 72.2%	15 57.7% be	14 87.5% a	30 73.2%	18 78.3%	21 84.0% a	13 86.7%	16 84.2%	25 75.8%
Marketing employees	13 56.5% cDef	11 64.7% D	29 85.3% a	37 97.4% ABf	12 92.3% a	43 79.6% ad	15 83.3%	16 61.5% cdef	11 68.8%	35 85.4% a	21 91.3% a	22 88.0% a	14 93.3% a	16 84.2%	26 78.8%
Customer experience expenses	12 52.2%	5 29.4% D	17 50.0% d	28 73.7% Bc	7 53.8%	30 55.6%	9 50.0%	15 57.7%	5 31.3% de	22 53.7%	16 69.6% b	16 64.0% b	8 53.3%	8 42.1%	18 54.5%
Mobile marketing	11 47.8%	8 47.1%	15 44.1% f	24 63.2%	7 53.8%	37 68.5% c	13 72.2%	13 50.0%	9 56.3%	20 48.8% h	13 56.5%	16 64.0%	11 73.3%	9 47.4%	24 72.7% c
Other overhead costs associated with marketing	10 43.5% def	9 52.9%	18 52.9% df	29 76.3% ac	11 84.6% a	40 74.1% ac	10 55.6%	10 38.5% cdefh	6 37.5% cefh	28 68.3% ab	16 69.6% a	18 72.0% ab	12 80.0% ab	13 68.4%	23 69.7% ab

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

 **Topic 3: Marketing Spending**

What expenses are included in your marketing budget? (Check all that apply) - continued

	Sales Revenue						Number of Employees								
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Sales support tools	8 34.8%	5 29.4%	10 29.4% d	22 57.9% cfg	7 53.8%	17 31.5% d	5 27.8% d	10 38.5% d	3 18.8% D	13 31.7% D	16 69.6% aBCegh	9 36.0% d	7 46.7%	6 31.6% d	11 33.3% d
Sales employees	6 26.1% f	2 11.8%	6 17.6%	7 18.4%	2 15.4%	3 5.6% a	2 11.1%	8 30.8% cfg	2 12.5%	4 9.8% a	5 21.7%	3 12.0%	0 0.0% a	1 5.3% a	4 12.1%
Marketing training	5 21.7% bDfg	9 52.9% a	15 44.1% d	27 71.1% Acf	7 53.8%	27 50.0% ad	11 61.1% a	6 23.1% cDeGh	5 31.3% g	21 51.2% a	14 60.9% A	15 60.0% a	8 53.3%	13 68.4% Ab	18 54.5% a

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

 **Topic 4: Managing AI in Marketing**

How many years has your company been using AI in marketing?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Less than 1 year	165 60.4%	68 64.2% d	51 65.4% d	32 57.1%	13 40.6% ab	76 72.4% Ce	40 58.8%	16 43.2% A	22 59.5%	7 41.2% a
1 year	49 17.9%	16 15.1% D	13 16.7% d	8 14.3% d	12 37.5% Abc	17 16.2%	11 16.2%	9 24.3%	6 16.2%	3 17.6%
2-3 years	43 15.8%	16 15.1%	13 16.7%	8 14.3%	6 18.8%	10 9.5% bC	14 20.6% a	10 27.0% A	4 10.8%	4 23.5%
4-5 years	8 2.9%	2 1.9% c	1 1.3% c	5 8.9% ab	0 0.0%	1 1.0%	2 2.9%	1 2.7%	2 5.4%	1 5.9%
5+ years	8 2.9%	4 3.8%	0 0.0% c	3 5.4% b	1 3.1%	1 1.0% dE	1 1.5% e	1 2.7%	3 8.1% a	2 11.8% Ab

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

Topic 4: Managing AI in Marketing

How many years has your company been using AI in marketing?

N=273

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Less than 1 year	24 75.0% dO	7 53.8%	16 69.6% o	2 28.6% ai	5 62.5%	11 73.3% o	8 47.1% i	5 50.0%	22 81.5% dgmO	1 33.3%	16 61.5% o	5 55.6%	30 56.6% io	6 66.7%	6 30.0% AcfIkM
1 year	3 9.4% k	4 30.8%	3 13.0%	2 28.6%	1 12.5%	2 13.3%	4 23.5%	2 20.0%	2 7.4% k	0 0.0%	8 30.8% ai	3 33.3%	9 17.0%	3 33.3%	3 15.0%
2-3 years	4 12.5% jo	2 15.4%	1 4.3% hJO	2 28.6%	0 0.0% jo	2 13.3%	3 17.6%	3 30.0% c	2 7.4% JO	2 66.7% aCeIKn	2 7.7% JO	1 11.1%	10 18.9% o	0 0.0% jo	9 45.0% aCeIKMn
4-5 years	0 0.0% e	0 0.0%	1 4.3%	0 0.0%	1 12.5% a	0 0.0%	1 5.9%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	3 5.7%	0 0.0%	1 5.0%
5+ years	1 3.1%	0 0.0%	2 8.7%	1 14.3%	1 12.5%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	1 5.0%

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

 **Topic 4: Managing AI in Marketing**

How many years has your company been using AI in marketing?

N=273

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Less than 1 year	28 73.7% dfG	20 76.9% dfG	34 81.0% DeFG	24 52.2% abC	8 47.1% c	39 53.4% abC	10 37.0% ABC	28 73.7% dH	20 83.3% DefgH	42 75.0% dfH	15 48.4% aBc	17 56.7% b	10 47.6% bc	14 56.0% b	18 38.3% ABC
1 year	6 15.8%	5 19.2%	5 11.9%	8 17.4%	4 23.5%	17 23.3%	3 11.1%	6 15.8%	3 12.5%	8 14.3%	7 22.6%	4 13.3%	4 19.0%	6 24.0%	11 23.4%
2-3 years	2 5.3% efG	1 3.8% fG	2 4.8% efG	8 17.4%	4 23.5% ac	15 20.5% abc	10 37.0% ABC	2 5.3% eFH	0 0.0% deFgH	3 5.4% deFgH	6 19.4% bc	7 23.3% abc	7 33.3% ABC	5 20.0% bc	13 27.7% ABC
4-5 years	0 0.0% d	0 0.0%	0 0.0% d	5 10.9% acf	0 0.0%	1 1.4%	2 7.4%	0 0.0%	0 0.0%	3 5.4%	2 6.5%	1 3.3%	0 0.0%	0 0.0%	2 4.3%
5+ years	2 5.3%	0 0.0%	1 2.4%	1 2.2%	1 5.9%	1 1.4%	2 7.4%	2 5.3%	1 4.2%	0 0.0%	1 3.2%	1 3.3%	0 0.0%	0 0.0%	3 6.4%

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

 **Topic 4: Managing AI in Marketing**

How is your company using AI in its marketing activities? (Check all that apply)

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Content personalization	130 52.8%	47 47.0%	35 52.2%	30 63.8%	18 58.1%	46 50.5%	29 46.0%	20 58.8%	22 61.1%	7 50.0%
Content creation	121 49.2%	49 49.0% b	44 65.7% aCd	15 31.9% B	13 41.9% b	59 64.8% BC	21 33.3% Ac	10 29.4% Ae	18 50.0%	9 64.3% bc
Improving marketing ROI by optimizing marketing content and timing	90 36.6%	31 31.0%	25 37.3%	22 46.8%	12 38.7%	30 33.0%	18 28.6% d	14 41.2%	18 50.0% b	7 50.0%
Programmatic advertising and media buying (i.e., AI buys ad space to target customer in real-time)	86 35.0%	28 28.0% C	19 28.4% C	25 53.2% AB	13 41.9%	22 24.2% Ce	22 34.9%	17 50.0% A	12 33.3%	8 57.1% a
Predictive analytics for customer insights	81 32.9%	33 33.0%	20 29.9%	15 31.9%	13 41.9%	23 25.3% b	28 44.4% a	13 38.2%	10 27.8%	4 28.6%
Targeting decisions	78 31.7%	26 26.0%	20 29.9%	19 40.4%	12 38.7%	26 28.6%	20 31.7%	12 35.3%	11 30.6%	5 35.7%
Marketing automation: AI-powered automation tools streamline marketing processes	69 28.0%	29 29.0%	23 34.3% c	8 17.0% b	9 29.0%	30 33.0%	17 27.0%	9 26.5%	8 22.2%	4 28.6%
Conversational AI for customer service (i.e., chatbots, virtual assistants)	65 26.4%	27 27.0%	14 20.9% d	10 21.3% d	14 45.2% bc	20 22.0%	17 27.0%	10 29.4%	13 36.1%	5 35.7%

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

 **Topic 4: Managing AI in Marketing**

How is your company using AI in its marketing activities? (Check all that apply) - continued

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Data analysis and reporting: To measure performance, track metrics, and generate reports	61 24.8%	28 28.0%	15 22.4%	10 21.3%	8 25.8%	26 28.6%	16 25.4%	5 14.7%	9 25.0%	5 35.7%
Customer segmentation	53 21.5%	18 18.0%	13 19.4%	13 27.7%	8 25.8%	14 15.4%	15 23.8%	7 20.6%	9 25.0%	5 35.7%
Listening and sentiment analysis	35 14.2%	12 12.0%	7 10.4%	10 21.3%	6 19.4%	13 14.3%	11 17.5%	8 23.5%	1 2.8%	2 14.3%
Augmented and virtual reality	25 10.2%	13 13.0%	5 7.5%	6 12.8%	1 3.2%	8 8.8%	9 14.3%	5 14.7%	2 5.6%	0 0.0%
Next best offer	12 4.9%	4 4.0%	1 1.5%	3 6.4%	4 12.9%	1 1.1%	5 7.9%	4 11.8%	2 5.6%	0 0.0%
Voice search optimization	9 3.7%	3 3.0%	3 4.5%	1 2.1%	2 6.5%	3 3.3%	4 6.3%	1 2.9%	1 2.8%	0 0.0%
Autonomous objects/ systems (i.e., personal assistance robots, delivery drones, self-driving cars)	7 2.8%	4 4.0%	2 3.0%	1 2.1%	0 0.0%	1 1.1%	3 4.8%	1 2.9%	2 5.6%	0 0.0%
Facial recognition and visual search: Image and video recognition	5 2.0%	1 1.0%	1 1.5%	1 2.1%	2 6.5%	2 2.2%	1 1.6%	1 2.9%	1 2.8%	0 0.0%
Biometrics also known as chipping (i.e., body or hand implants)	4 1.6%	2 2.0%	0 0.0%	1 2.1%	1 3.2%	1 1.1%	1 1.6%	0 0.0%	2 5.6%	0 0.0%

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



Topic 4: Managing AI in Marketing

How is your company using AI in its marketing activities? (Check all that apply)

N=246

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Content personalization	18 62.1% i	6 50.0%	8 42.1%	4 80.0%	4 50.0%	7 53.8%	8 47.1%	4 50.0%	8 32.0% ao	1 50.0%	12 54.5%	4 57.1%	28 54.9%	4 50.0%	13 68.4% i
Content creation	14 48.3%	6 50.0%	8 42.1%	2 40.0%	4 50.0%	4 30.8% k	10 58.8% o	2 25.0% k	13 52.0% o	0 0.0%	15 68.2% fhO	4 57.1%	30 58.8% O	5 62.5% o	4 21.1% giKMn
Programmatic advertising and media buying (i.e., AI buys ad space to target customer in real-time)	11 37.9% hO	6 50.0% h	8 42.1% ho	2 40.0%	5 62.5% fhk	2 15.4% eO	6 35.3% o	0 0.0% abceO	7 28.0% O	0 0.0% o	4 18.2% eO	1 14.3% O	16 31.4% O	3 37.5% oAcFgHjKL	15 78.9% Mn
Improving marketing ROI by optimizing marketing content and timing	11 37.9%	7 58.3% i	7 36.8%	3 60.0%	3 37.5%	5 38.5%	7 41.2%	3 37.5%	6 24.0% bj	2 100.0% imn	10 45.5%	2 28.6%	16 31.4% j	1 12.5% j	7 36.8%
Marketing automation: AI-powered automation tools streamline marketing processes	10 34.5%	4 33.3%	4 21.1% d	4 80.0% celkmo	1 12.5% d	5 38.5%	5 29.4%	2 25.0%	4 16.0% D	1 50.0%	4 18.2% d	2 28.6%	16 31.4% d	2 25.0%	5 26.3% d
Data analysis and reporting: To measure performance, track metrics, and generate reports	10 34.5% k	3 25.0%	4 21.1%	3 60.0% k	1 12.5%	4 30.8%	3 17.6%	2 25.0%	8 32.0%	0 0.0%	2 9.1% ad	1 14.3%	14 27.5%	1 12.5%	4 21.1%
Targeting decisions	9 31.0% o	7 58.3% cikn	4 21.1% bo	3 60.0% n	2 25.0%	4 30.8%	6 35.3%	4 50.0% n	5 20.0% bO	0 0.0%	4 18.2% bO	2 28.6%	16 31.4% o	0 0.0% bdhO	12 63.2% acIKmN
Predictive analytics for customer insights	8 27.6%	5 41.7%	6 31.6%	2 40.0%	1 12.5%	3 23.1%	6 35.3%	5 62.5%	7 28.0%	0 0.0%	5 22.7%	1 14.3%	17 33.3%	4 50.0%	10 52.6%

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

Topic 4: Managing AI in Marketing

How is your company using AI in its marketing activities? (Check all that apply) - continued

N=246

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Listening and sentiment analysis	7 24.1% i	1 8.3% d	3 15.8%	3 60.0% bfhklmn	1 12.5%	1 7.7% d	4 23.5%	0 0.0% d	1 4.0% aD	0 0.0%	3 13.6% d	0 0.0% d	8 15.7% d	0 0.0% d	3 15.8%
Customer segmentation	6 20.7% o	6 50.0% fklm	5 26.3% i	3 60.0% fklm	2 25.0%	1 7.7% bdO	3 17.6% o	3 37.5% i	1 4.0% BcDhO	0 0.0%	2 9.1% bdO	0 0.0% bdo	8 15.7% bdO	2 25.0%	11 57.9% aFgIKIM
Conversational AI for customer service (i.e., chatbots, virtual assistants)	5 17.2% D	3 25.0%	2 10.5% Dmn	4 80.0% ACegik	0 0.0% dmn	4 30.8%	4 23.5% d	2 25.0%	5 20.0% d	1 50.0%	4 18.2% d	3 42.9%	18 35.3% ce	4 50.0% ce	6 31.6%
Augmented and virtual reality	4 13.8% Jm	1 8.3% j	2 10.5% J	0 0.0% j	0 0.0% j	1 7.7% J	1 5.9% J	3 37.5% KM	5 20.0% jkM	2 100.0% AbCdeFGi KMno	0 0.0% HiJ	1 14.3%	1 2.0% aHIJo	1 12.5% j	3 15.8% jm
Voice search optimization	2 6.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	2 11.8% m	0 0.0%	2 8.0% m	0 0.0%	0 0.0%	0 0.0%	0 0.0% gin	1 12.5% m	1 5.3%
Next best offer	2 6.9%	0 0.0%	1 5.3%	1 20.0% km	0 0.0%	0 0.0%	2 11.8%	1 12.5%	2 8.0%	0 0.0%	0 0.0% d	0 0.0%	1 2.0% d	1 12.5%	1 5.3%
Biometrics also known as chipping (i.e., body or hand implants)	1 3.4%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%
Facial recognition and visual search: Image and video recognition	1 3.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 2.0%	0 0.0%	1 5.3%
Autonomous objects/systems (i.e., personal assistance robots, delivery drones, self-driving cars)	1 3.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 5.9%	0 0.0%	2 8.0%	0 0.0%	1 4.5%	0 0.0%	1 2.0%	0 0.0%	0 0.0%

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



Topic 4: Managing AI in Marketing

How is your company using AI in its marketing activities? (Check all that apply)

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Content creation	19 54.3%	19 79.2% DeFG	21 60.0% g	18 43.9% B	7 43.8% b	27 41.5% B	9 32.1% Bc	18 54.5%	15 75.0% FH	28 57.1% fh	12 46.2%	14 51.9%	6 30.0% Bc	12 50.0%	16 34.8% Bc
Content personalization	18 51.4%	13 54.2%	15 42.9%	22 53.7%	6 37.5%	39 60.0%	15 53.6%	19 57.6%	8 40.0% g	25 51.0% g	16 61.5%	11 40.7% G	7 35.0% G	19 79.2% bcEFh	24 52.2% g
Improving marketing ROI by optimizing marketing content and timing	13 37.1%	14 58.3% Cf	8 22.9% B	16 39.0%	6 37.5%	19 29.2% b	13 46.4%	14 42.4%	9 45.0%	15 30.6%	11 42.3%	9 33.3%	6 30.0%	8 33.3%	18 39.1%
Customer segmentation	12 34.3% C	7 29.2% C	1 2.9% ABdefg	8 19.5% c	4 25.0% c	14 21.5% c	7 25.0% c	10 30.3%	4 20.0%	10 20.4%	3 11.5%	5 18.5%	2 10.0%	8 33.3%	11 23.9%
Predictive analytics for customer insights	10 28.6% g	9 37.5%	8 22.9% G	8 19.5% fG	4 25.0% g	25 38.5% d	17 60.7% aCDe	10 30.3% h	7 35.0%	11 22.4% H	6 23.1% H	4 14.8% gH	7 35.0%	10 41.7% e	26 56.5% aCDE
Marketing automation: AI-powered automation tools streamline marketing processes	8 22.9%	9 37.5%	9 25.7%	13 31.7%	4 25.0%	17 26.2%	8 28.6%	10 30.3%	6 30.0%	11 22.4%	6 23.1%	9 33.3%	4 20.0%	8 33.3%	15 32.6%
Data analysis and reporting: To measure performance, track metrics, and generate reports	8 22.9%	4 16.7%	11 31.4%	9 22.0%	6 37.5%	17 26.2%	6 21.4%	7 21.2%	4 20.0%	12 24.5%	8 30.8%	7 25.9%	7 35.0%	4 16.7%	12 26.1%
Targeting decisions	7 20.0% dg	10 41.7% c	6 17.1% bdg	18 43.9% ac	5 31.3%	18 27.7%	13 46.4% ac	7 21.2%	8 40.0%	16 32.7%	7 26.9%	9 33.3%	8 40.0%	6 25.0%	17 37.0%

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



Topic 4: Managing AI in Marketing

How is your company using AI in its marketing activities? (Check all that apply) - continued

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	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Programmatic advertising and media buying (i.e., AI buys ad space to target customer in real-time)	6 17.1% DfG	6 25.0%	10 28.6%	19 46.3% A	5 31.3%	25 38.5% a	14 50.0% A	6 18.2% dh	5 25.0%	18 36.7%	11 42.3% a	9 33.3%	8 40.0%	8 33.3%	21 45.7% a
Conversational AI for customer service (i.e., chatbots, virtual assistants)	4 11.4% eg	6 25.0%	9 25.7%	12 29.3%	7 43.8% a	16 24.6%	11 39.3% a	4 12.1% H	4 20.0%	14 28.6%	4 15.4% h	9 33.3%	5 25.0%	7 29.2%	18 39.1% Ad
Biometrics also known as chipping (i.e., body or hand implants)	1 2.9%	0 0.0%	0 0.0%	2 4.9%	0 0.0%	0 0.0%	1 3.6%	1 3.0%	0 0.0%	0 0.0%	2 7.7%	0 0.0%	0 0.0%	0 0.0%	1 2.2%
Listening and sentiment analysis	1 2.9% defg	4 16.7%	2 5.7%	7 17.1% a	4 25.0% a	12 18.5% a	5 17.9% a	2 6.1% d	1 5.0%	5 10.2%	7 26.9% a	4 14.8%	3 15.0%	5 20.8%	8 17.4%
Facial recognition and visual search: Image and video recognition	0 0.0%	0 0.0%	1 2.9%	1 2.4%	0 0.0%	1 1.5%	2 7.1%	0 0.0%	0 0.0%	1 2.0%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	3 6.5%
Augmented and virtual reality	0 0.0% defG	1 4.2% g	1 2.9% G	6 14.6% a	2 12.5% a	7 10.8% ag	8 28.6% AbCf	0 0.0% dEH	2 10.0% c	0 0.0% bDEgH	5 19.2% aCf	6 22.2% ACf	0 0.0% deh	2 8.3% c	10 21.7% ACf
Voice search optimization	0 0.0%	1 4.2%	1 2.9%	2 4.9%	0 0.0%	4 6.2%	1 3.6%	1 3.0%	0 0.0%	1 2.0%	1 3.8%	2 7.4%	0 0.0%	0 0.0%	4 8.7%
Next best offer	0 0.0% g	0 0.0%	2 5.7%	2 4.9%	0 0.0%	4 6.2%	4 14.3% a	0 0.0%	0 0.0%	2 4.1%	0 0.0%	3 11.1%	1 5.0%	1 4.2%	5 10.9%
Autonomous objects/systems (i.e., personal assistance robots, delivery drones, self-driving cars)	0 0.0%	1 4.2%	0 0.0%	0 0.0% g	0 0.0%	3 4.6%	3 10.7% d	0 0.0%	1 5.0%	0 0.0%	0 0.0% h	0 0.0%	1 5.0%	1 4.2%	4 8.7% c

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



Topic 4: Managing AI in Marketing

Check all of the ways your company is using AI to create content:

N=119	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Blogs	64.7%	66.7%	72.1%	46.7%	53.8%	69.0%	60.0%	50.0%	61.1%	77.8%
Website content other than blogs	2.2%	62.5%	58.1%	80.0%	53.8%	62.1%	65.0%	60.0%	55.6%	66.7%
Social media	54.6%	54.2%	60.5%	53.3%	38.5%	62.1%	50.0%	70.0%	44.4%	33.3%
Email copy	54.6%	64.6%	48.8%	53.3%	38.5%	62.1%	45.0%	40.0%	55.6%	44.4%
Ad copy	41.2%	41.7%	46.5%	40.0%	23.1%	41.4%	40.0%	30.0%	33.3%	66.7%
Product or service descriptions	39.5%	41.7%	46.5%	26.7%	23.1%	37.9%	25.0%	60.0%	44.4%	44.4%
Sales copy	34.5%	39.6% d	44.2% cd	13.3% b	7.7% ab	37.9%	35.0%	20.0%	27.8%	44.4%
News stories	26.1%	20.8%	27.9%	26.7%	38.5%	27.6%	25.0%	40.0%	22.2%	22.2%
Customer service content	19.3%	12.5%	20.9%	26.7%	30.8%	10.3% dE	25.0%	20.0%	33.3% a	44.4% A
Ad design	13.4%	18.8% b	4.7% a	20.0%	15.4%	8.6%	15.0%	20.0%	16.7%	11.1%
Technical copy	10.9%	10.4%	7.0%	20.0%	15.4%	13.8%	15.0%	0.0%	11.1%	0.0%
Logo design	5.0%	2.1%	7.0%	6.7%	7.7%	5.2%	5.0%	10.0%	5.6%	0.0%
Packaging copy	3.4%	4.2%	0.0% c	13.3% b	0.0%	0.0% cE	5.0%	10.0% a	0.0% e	22.2% Ad

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



Topic 4: Managing AI in Marketing

Check all of the ways your company is using AI to create content:

N=119	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Logo copy	2.5%	0.0%	4.7%	0.0%	7.7%	1.7%	5.0%	10.0%	0.0%	0.0%
Augmented reality	2.5%	2.1%	2.3%	6.7%	0.0%	1.7% c	0.0% c	20.0% ab	0.0%	0.0%
Virtual reality	1.7%	2.1%	0.0%	6.7%	0.0%	0.0% C	0.0% c	20.0% Ab	0.0%	0.0%
Packaging design	0.8%	2.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%
Game design	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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



Topic 4: Managing AI in Marketing

Check all of the ways your company is using AI to create content:

N=119

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Website content other than blogs	85.7% do	50.0%	75.0%	0.0% a	75.0%	50.0%	50.0%	50.0%	50.0%	0.0%	73.3%	66.7%	66.7%	40.0%	25.0% a
Blogs	78.6% chi	100.0% cfhio	25.0% abkM	50.0%	50.0%	25.0% bM	70.0%	0.0% abM	33.3% abkM	0.0%	73.3% ci	100.0%	86.7% CFHIInO	40.0% m	25.0% bM
Social media	50.0%	33.3%	37.5%	50.0%	50.0%	50.0%	50.0%	0.0%	50.0%	0.0%	60.0%	100.0%	60.0%	60.0%	100.0%
Product or service descriptions	50.0%	16.7%	50.0%	0.0%	50.0%	50.0%	20.0%	50.0%	33.3%	0.0%	40.0%	66.7%	46.7%	40.0%	0.0%
Email copy	50.0%	50.0%	50.0%	0.0%	100.0% k	75.0%	60.0%	0.0%	41.7%	0.0%	40.0% e	66.7%	70.0%	60.0%	25.0%
Ad copy	42.9%	50.0%	62.5% i	0.0%	25.0%	25.0%	30.0%	50.0%	16.7% cmn	0.0%	26.7% n	33.3%	56.7% i	80.0% ik	25.0%
Ad design	14.3%	16.7%	25.0%	50.0% i	25.0%	0.0%	10.0%	50.0% i	0.0% dh	0.0%	6.7%	0.0%	13.3%	20.0%	25.0%
Sales copy	14.3% bkM	66.7% ai	12.5% m	0.0%	25.0%	50.0%	30.0%	0.0%	8.3% bkM	0.0%	53.3% ai	0.0%	60.0% AcIo	20.0%	0.0% m
News stories	14.3% g	33.3%	12.5% g	50.0%	0.0% g	25.0%	70.0% aceiMo	0.0%	25.0% g	0.0%	40.0%	33.3%	20.0% G	20.0%	0.0% g
Customer service content	14.3%	33.3%	25.0%	0.0%	0.0%	25.0%	30.0%	0.0%	8.3%	0.0%	20.0%	33.3%	20.0%	0.0%	50.0%
Technical copy	7.1%	0.0%	12.5%	0.0%	0.0%	0.0%	20.0%	50.0% m	25.0% m	0.0%	13.3%	0.0%	3.3% hi	20.0%	25.0%
Packaging copy	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%
Packaging design	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

 **Topic 4: Managing AI in Marketing**

Check all of the ways your company is using AI to create content:

N=119

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Logo copy	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.3%	0.0%	25.0%
Logo design	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	13.3%	0.0%	3.3%	0.0%	50.0%
Game design	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Virtual reality	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%
Augmented reality	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%

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



Topic 4: Managing AI in Marketing

Check all of the ways your company is using AI to create content:

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Blogs	84.2% cfG	68.4% g	52.4% a	76.5% g	85.7% g	55.6% a	25.0% Abde	83.3%	53.3%	64.3%	66.7%	61.5%	83.3%	58.3%	53.3%
Email copy	57.9% g	57.9% g	47.6%	70.6% g	57.1%	55.6% g	12.5% abdf	66.7%	40.0% f	57.1%	66.7%	46.2% f	100.0% begh	50.0% f	33.3% f
Website content other than blogs	52.6% b	89.5% aCefg	47.6% B	76.5%	42.9% b	63.0% b	50.0% b	50.0%	66.7%	75.0% h	58.3%	53.8%	83.3%	75.0%	40.0% c
Social media	47.4%	63.2%	52.4%	52.9%	71.4%	51.9%	50.0%	55.6%	46.7%	57.1%	66.7%	38.5%	83.3%	50.0%	53.3%
Sales copy	42.1% g	42.1% g	38.1%	52.9% fg	28.6%	18.5% d	0.0% abd	44.4%	40.0%	32.1%	41.7%	30.8%	66.7% h	25.0%	13.3% f
Product or service descriptions	31.6%	52.6%	23.8% d	58.8% c	28.6%	40.7%	37.5%	33.3%	26.7%	46.4%	33.3%	46.2%	50.0%	25.0%	53.3%
Ad copy	21.1% f	52.6%	47.6%	29.4%	14.3%	55.6% a	37.5%	16.7% cf	46.7%	53.6% a	41.7%	38.5%	66.7% a	50.0%	26.7%
News stories	21.1% e	21.1% e	19.0% e	17.6% e	71.4% abcd	29.6%	25.0%	27.8%	6.7% f	17.9%	25.0%	38.5%	50.0% b	33.3%	33.3%
Ad design	15.8%	10.5%	4.8%	17.6%	14.3%	14.8%	25.0%	11.1%	6.7%	10.7%	16.7%	15.4%	16.7%	33.3%	6.7%
Customer service content	15.8%	26.3%	9.5%	35.3%	0.0%	22.2%	12.5%	16.7%	20.0%	14.3%	25.0%	15.4%	33.3%	33.3%	13.3%
Packaging copy	10.5%	0.0%	4.8%	0.0%	0.0%	3.7%	0.0%	0.0%	6.7%	7.1%	0.0%	7.7%	0.0%	0.0%	0.0%
Logo design	5.3%	5.3%	9.5%	5.9%	0.0%	3.7%	0.0%	5.6%	6.7%	3.6%	8.3%	7.7%	0.0%	0.0%	6.7%
Packaging design	5.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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



Topic 4: Managing AI in Marketing

Check all of the ways your company is using AI to create content:

N=119

	Sales Revenue							Number of Employees								
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+	
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H	
Logo copy	0.0%	10.5%	0.0%	0.0%	0.0%	3.7%	0.0%	0.0%	13.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.7%
Technical copy	0.0%	0.0%	14.3%	17.6%	14.3%	18.5%	12.5%	0.0% d	0.0%	10.7%	25.0% a	15.4%	16.7%	16.7%	13.3%	
Game design	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Virtual reality	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	8.3%	0.0%	0.0%	0.0%	6.7%	
Augmented reality	0.0%	0.0%	0.0%	11.8%	0.0%	0.0%	12.5%	0.0%	0.0%	0.0%	8.3%	7.7%	0.0%	0.0%	6.7%	

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

 **Topic 4: Managing AI in Marketing**

Rate how the use of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company:

Number Mean SD	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Sales productivity										
	223	91	61	44	27	89	58	29	31	13
	6.15	5.48	6.36	6.07	8.04	5.02	5.10	9.00	7.32	9.23
	11.21	10.05	10.96	12.25	13.91	11.64	8.48	12.38	12.06	14.12
Marketing overhead costs										
	224	92	61	43	28	89	58	29	31	13
	7.21	7.22	7.07	5.58	10.04	6.34	4.72	6.00	12.39	14.23
	9.79	9.12	9.20	8.23	14.31	8.61	6.24	8.89	14.32	12.89
						DE	DE	de	ABc	ABc
Customer satisfaction										
	220	92	58	44	26	86	59	30	29	12
	6.97	6.66	6.52	8.77	6.00	4.63	7.64	9.33	8.41	10.83
	13.22	11.46	13.31	18.32	7.97	13.14	13.99	11.63	13.41	13.79

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

Topic 4: Managing AI in Marketing

Rate how the use of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company:

Number Mean SD	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Sales productivity															
	27	11	18	4	7	14	15	9	22	1	20	7	46	6	16
	4.11	14.64	4.83	2.50	5.86	3.29	8.67	2.78	5.14	5.00	5.55	12.86	6.85	7.50	5.06
	5.70	21.32	7.11	5.00	12.98	8.20	19.22	4.41	10.86	---	7.56	17.99	11.55	11.73	5.67
	bl	a										a			
Marketing overhead costs															
	26	11	17	4	7	14	16	9	22	2	20	7	46	6	16
	5.38	14.18	3.82	1.25	13.00	4.36	5.88	5.56	6.14	12.50	5.05	15.00	9.50	7.83	5.25
	6.92	16.77	4.85	2.50	23.52	7.26	7.77	9.82	7.70	3.54	7.73	11.90	9.69	11.05	7.15
	bL	ack	bjLm	J		l	l		l	cD	bl	ACfgiko	c		l
Customer satisfaction															
	25	10	18	4	7	14	16	9	24	2	19	7	44	5	16
	5.00	5.10	4.44	7.50	11.57	6.43	13.25	2.56	7.38	12.50	3.53	19.29	6.02	1.00	10.44
	7.77	11.01	7.05	5.00	20.26	13.79	22.25	3.54	12.11	10.61	5.21	25.89	11.97	2.24	18.59
	l		l	n				j		hkn	jl	ackm	l	dj	

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

 **Topic 4: Managing AI in Marketing**

Rate how the use of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company:

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Sales productivity	29 9.76 14.69 f	24 4.21 7.59	34 6.79 12.77	38 6.00 12.42	15 4.33 5.94	58 4.72 7.15 a	24 5.38 10.39	30 11.90 16.80 ch	20 6.05 13.51	45 4.71 9.05 a	23 7.09 15.81	26 5.00 6.48	18 4.78 5.77	21 5.38 7.74	39 4.85 8.98 a
Marketing overhead costs	28 8.25 14.07	24 8.54 9.15	35 7.20 9.81	40 5.20 5.99	15 9.00 10.72	56 6.09 8.60	24 7.46 9.32	29 9.55 15.74	20 6.35 8.80	46 7.26 8.41	24 5.88 8.00	28 7.68 10.41	16 5.75 6.71	21 5.76 8.21	39 7.92 8.86
Customer satisfaction	26 2.92 5.11 g	24 3.96 10.29	34 9.18 17.64	41 6.44 13.38	15 6.67 8.80	55 8.56 14.38	24 8.96 13.81 a	27 3.70 6.35	20 5.10 14.57	47 7.79 14.58	24 8.29 16.59	27 7.22 11.55	16 7.50 13.04	20 4.80 5.66	38 9.34 16.15

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



Topic 5: Digital Marketing Strategies and Spending

Considering your company's digital marketing transformation, how would you rate your company's progress to date?

N=273	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Nascent: Early steps to design and visualize transformation	24 8.8%	13 12.3%	7 9.0%	3 5.4%	1 3.1%	15 14.4% d	8 11.6% d	1 2.7%	0 0.0% ab	0 0.0%
Emerging: Build non-integrated digital elements	148 54.2%	57 53.8%	45 57.7%	25 44.6%	20 62.5%	59 56.7% e	42 60.9% e	17 45.9%	21 56.8%	5 29.4% ab
Integrated: Fully integrate digital investments across company	66 24.2%	25 23.6%	17 21.8%	16 28.6%	8 25.0%	22 21.2%	13 18.8%	13 35.1%	10 27.0%	4 23.5%
Institutionalized/ Established: Leverage digital investments to drive and evaluate marketing decisions	35 12.8%	11 10.4%	9 11.5%	12 21.4%	3 9.4%	8 7.7% E	6 8.7% E	6 16.2% e	6 16.2% e	8 47.1% ABcd

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

Topic 5: Digital Marketing Strategies and Spending

Considering your company's digital marketing transformation, how would you rate your company's progress to date?

N=273

	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac-turing I	Mining Construc-tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
Nascent: Early steps to design and visualize transformation	2 6.3%	0 0.0% j	4 16.7% m	0 0.0%	0 0.0%	1 6.7%	1 5.9%	1 11.1%	4 14.8% m	1 33.3% bM	2 7.7%	2 25.0% M	1 1.9% ciJLno	2 22.2% m	3 15.0% m
Emerging: Build non-integrated digital elements	23 71.9% bmO	5 38.5% ag	12 50.0%	4 57.1%	4 50.0%	8 53.3%	13 76.5% bmO	4 44.4%	16 59.3%	1 33.3%	16 61.5% o	5 62.5%	26 48.1% ag	5 55.6%	6 30.0% AGk
Integrated: Fully integrate digital investments across company	6 18.8%	5 38.5%	5 20.8%	1 14.3%	3 37.5%	4 26.7%	3 17.6%	3 33.3%	6 22.2%	0 0.0%	4 15.4%	0 0.0% o	15 27.8%	2 22.2%	8 40.0% 1
Institutionalized/ Established: Leverage digital investments to drive and evaluate marketing decisions	1 3.1% bdjm	3 23.1% ag	3 12.5%	2 28.6% agi	1 12.5%	2 13.3%	0 0.0% bdjm	1 11.1%	1 3.7% dm	1 33.3% ag	4 15.4%	1 12.5%	12 22.2% agi	0 0.0%	3 15.0%

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

Topic 5: Digital Marketing Strategies and Spending

Considering your company's digital marketing transformation, how would you rate your company's progress to date?

N=273

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Nascent: Early steps to design and visualize transformation	5 13.2%	1 3.8%	6 14.3%	4 8.7%	0 0.0%	6 8.2%	2 7.1%	5 13.2%	1 4.2%	6 10.9%	2 6.7%	2 6.5%	2 9.5%	2 7.7%	4 8.5%
Emerging: Build non-integrated digital elements	21 55.3%	17 65.4%	21 50.0%	24 52.2%	11 64.7%	40 54.8%	14 50.0%	16 42.1% Bf	19 79.2% Acde	29 52.7% b	14 46.7% b	14 45.2% b	15 71.4% a	14 53.8%	26 55.3%
Integrated: Fully integrate digital investments across company	9 23.7%	3 11.5%	10 23.8%	12 26.1%	4 23.5%	19 26.0%	8 28.6%	11 28.9%	2 8.3% cg	16 29.1% b	8 26.7%	8 25.8%	2 9.5% g	9 34.6% bf	10 21.3%
Institutionalized/ Established: Leverage digital investments to drive and evaluate marketing decisions	3 7.9%	5 19.2%	5 11.9%	6 13.0%	2 11.8%	8 11.0%	4 14.3%	6 15.8%	2 8.3%	4 7.3% e	6 20.0%	7 22.6% cg	2 9.5%	1 3.8% e	7 14.9%

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



Topic 5: Digital Marketing Strategies and Spending

Where was your company on this digital marketing transformation journey last year at this time?

N=273	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Nascent: Early steps to design and visualize transformation	74 27.1%	37 34.9% C	21 26.9% c	6 10.7% Abd	9 28.1% c	37 35.6% C	22 31.9% c	4 10.8% Ab	7 18.9%	3 17.6%
Emerging: Build non-integrated digital elements	142 52.0%	50 47.2%	40 51.3%	35 62.5%	17 53.1%	54 51.9%	35 50.7%	22 59.5%	20 54.1%	6 35.3%
Integrated: Fully integrate digital investments across company	38 13.9%	15 14.2%	11 14.1%	7 12.5%	5 15.6%	10 9.6%	11 15.9%	8 21.6%	4 10.8%	2 11.8%
Institutionalized/ Established: Leverage digital investments to drive and evaluate marketing decisions	19 7.0%	4 3.8% c	6 7.7%	8 14.3% a	1 3.1%	3 2.9% DE	1 1.4% DE	3 8.1% e	6 16.2% AB	6 35.3% ABc

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

Topic 5: Digital Marketing Strategies and Spending

Where was your company on this digital marketing transformation journey last year at this time?

N=273

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Nascent: Early steps to design and visualize transformation	11 34.4%	2 15.4%	7 29.2%	2 28.6%	0 0.0% il	3 20.0%	4 23.5%	3 30.0%	10 37.0% e	1 33.3%	6 23.1%	4 50.0% e	14 26.4%	3 33.3%	4 20.0%
Emerging: Build non-integrated digital elements	17 53.1%	7 53.8%	13 54.2%	4 57.1%	7 87.5% m	7 46.7%	10 58.8%	5 50.0%	16 59.3%	1 33.3%	15 57.7%	3 37.5%	23 43.4% e	4 44.4%	10 50.0%
Integrated: Fully integrate digital investments across company	4 12.5%	2 15.4%	2 8.3%	0 0.0%	0 0.0%	4 26.7% i	2 11.8%	2 20.0%	1 3.7% f	1 33.3%	4 15.4%	0 0.0%	10 18.9%	2 22.2%	3 15.0%
Institutionalized/ Established: Leverage digital investments to drive and evaluate marketing decisions	0 0.0% bdelo	2 15.4% ai	2 8.3%	1 14.3% a	1 12.5% a	1 6.7%	1 5.9%	0 0.0%	0 0.0% bo	0 0.0%	1 3.8%	1 12.5% a	6 11.3%	0 0.0%	3 15.0% ai

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



Topic 5: Digital Marketing Strategies and Spending

Where was your company on this digital marketing transformation journey last year at this time?

N=273

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Nascent: Early steps to design and visualize transformation	15 39.5% f	8 30.8%	18 42.9% Fg	11 23.9%	3 17.6%	14 19.2% aC	5 17.9% c	13 34.2% e	11 45.8% Ef	17 30.9%	7 23.3%	4 12.9% aB	3 14.3% b	7 26.9%	12 25.5%
Emerging: Build non-integrated digital elements	16 42.1%	14 53.8%	15 35.7% df	29 63.0% c	8 47.1%	44 60.3% c	16 57.1%	16 42.1% f	10 41.7% f	29 52.7%	16 53.3%	17 54.8%	16 76.2% ab	13 50.0%	24 51.1%
Integrated: Fully integrate digital investments across company	5 13.2%	2 7.7%	7 16.7%	4 8.7% e	5 29.4% d	8 11.0%	5 17.9%	6 15.8%	1 4.2%	7 12.7%	5 16.7%	5 16.1%	1 4.8%	6 23.1%	7 14.9%
Institutionalized/ Established: Leverage digital investments to drive and evaluate marketing Decisions	2 5.3%	2 7.7%	2 4.8%	2 4.3%	1 5.9%	7 9.6%	2 7.1%	3 7.9%	2 8.3%	2 3.6% e	2 6.7%	5 16.1% cg	1 4.8%	0 0.0% e	4 8.5%

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

 **Topic 5: Digital Marketing Strategies and Spending**

What percent of your company's digital marketing transformation is led by a senior marketing leader versus leaders in other functions in your company?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	272	105	78	56	32	105	69	37	37	17
Mean	69.84	68.10	72.15	68.80	72.34	73.30	62.03	68.24	70.11	78.24
SD	31.36	34.70	31.46	26.67	28.17	30.16	35.61	31.96	29.50	21.57
						b	a			

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

 **Topic 5: Digital Marketing Strategies and Spending**

What percent of your company's digital marketing transformation is led by a senior marketing leader versus leaders in other functions in your company?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	32	13	23	7	8	15	17	9	27	3	26	8	54	9	20
Mean	62.19	73.38	71.22	79.29	56.00	76.67	65.76	70.00	70.44	91.67	69.46	71.25	71.85	63.33	70.50
SD	31.42	33.01	28.76	21.68	40.65	33.04	33.72	23.32	37.86	14.43	31.07	31.37	30.33	37.75	28.47

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

 **Topic 5: Digital Marketing Strategies and Spending**

What percent of your company's digital marketing transformation is led by a senior marketing leader versus leaders in other functions in your company?

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
N	37	26	42	47	17	73	27	38	24	54	31	31	21	25	47
Mean	74.59	78.50	72.55	69.47	68.53	66.27	59.63	77.11	69.92	70.00	78.39	73.87	61.10	69.60	60.96
SD	32.50	25.71	30.89	31.32	36.77	30.88	33.48	29.73	30.78	29.50	28.15	28.77	36.84	30.38	33.97
		g					b	h			h				ad

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

 **Topic 5: Digital Marketing Strategies and Spending**

In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	184	66	54	36	28	70	53	22	24	12
Mean	35.56	28.27	33.15	47.28	42.32	29.80	27.45	47.59	38.21	69.92
SD	26.68	23.37	23.82	27.83	31.93	24.97	21.20	31.81	25.10	12.03
		Cd	c	Ab	a	CE	CE	ABe	E	ABcD

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

 **Topic 5: Digital Marketing Strategies and Spending**

In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	21	9	16	7	3	11	15	6	16	2	18	6	32	6	15
Mean	30.76	37.78	38.38	45.71	31.00	39.18	35.87	39.33	20.31	32.00	32.22	42.83	35.44	45.17	45.60
SD	27.10	25.99	27.56	35.52	24.76	32.40	27.53	21.28	22.90	15.56	24.34	34.99	25.37	17.12	29.53
									no					i	i

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

 **Topic 5: Digital Marketing Strategies and Spending**

In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	21	18	29	33	14	51	17	25	15	33	21	24	13	19	33
Mean	44.33	39.22	31.41	29.55	37.71	38.08	32.35	40.48	40.20	35.58	29.33	36.33	28.31	30.05	39.61
SD	25.66	26.79	29.70	24.74	25.66	25.28	30.29	25.88	31.07	28.77	26.60	22.38	22.85	21.39	30.71
	d			a											

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

 **Topic 5: Digital Marketing Strategies and Spending**

What percentage of your marketing budget involves the use of any type of influencer strategy?

Number Mean SD	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Currently	237	87	69	49	31	89	65	32	31	15
	5.86	5.00	6.41	8.28	3.42	3.96	5.38	8.28	8.90	8.27
	8.49	7.03	11.43	7.22	5.17	7.37	8.04	7.26	11.64	9.97
		c		aD	C	CDe		A	A	a
One year ago	236	87	68	49	31	89	65	32	30	15
	4.95	4.45	5.22	6.51	3.45	3.57	4.51	7.00	7.70	6.07
	8.64	7.10	10.72	7.54	9.22	7.27	7.89	7.49	13.67	8.84
						cd		a	a	
3 years from now	236	85	69	49	32	88	65	31	32	15
	12.24	11.40	12.07	14.79	10.81	9.07	11.36	13.97	20.22	14.40
	14.12	12.02	16.13	11.20	18.44	12.01	11.58	10.88	22.52	14.33
						cD	d	a	Ab	

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

Topic 5: Digital Marketing Strategies and Spending

What percentage of your marketing budget involves the use of any type of influencer strategy?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Currently	29 5.76 8.32	11 9.82 11.29 f	21 8.50 7.59 fgi	6 3.33 2.58	5 4.40 3.78	13 2.38 4.75 bc	15 3.20 6.97 c	8 6.88 8.84	23 3.83 6.71 c	2 5.00 7.07	24 6.88 14.80	7 3.71 7.41	46 5.91 6.65	8 8.13 8.84	18 7.39 8.46
One year ago	29 4.17 7.31 n	10 6.20 9.54	21 7.71 7.87 fi	6 2.17 2.48	5 3.20 2.49	13 1.46 3.07 cn	15 3.13 6.98	8 7.63 11.39	23 3.13 6.45 cn	2 5.00 7.07	24 6.04 14.37	7 0.00 0.00	46 5.09 6.68 n	8 12.50 16.90 afim	18 5.89 8.51
3 years from now	29 11.62 13.11	11 16.36 20.26	21 15.79 12.68 fg	7 5.86 3.29 e	5 18.40 13.05 dg	13 5.92 11.88 c	15 5.67 9.04 cemno	8 11.25 10.94	22 12.05 14.09	2 7.50 10.61	24 14.21 17.58	7 6.71 8.30	45 11.89 9.34 gn	8 25.00 33.49 gm	18 13.94 12.86 g

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

Topic 5: Digital Marketing Strategies and Spending

What percentage of your marketing budget involves the use of any type of influencer strategy?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Currently	30	22	39	41	16	64	22	33	21	47	27	29	17	23	39
	8.50	4.27	3.72	6.17	5.66	5.70	7.32	6.21	3.52	6.96	5.26	6.55	3.15	4.13	6.46
	14.57	6.95	6.95	7.45	6.47	7.14	7.94	10.97	5.50	9.33	7.31	6.81	4.52	5.16	8.28
One year ago	29	22	39	41	16	64	22	32	21	47	27	29	17	23	39
	7.45	2.36	2.56	5.12	4.38	5.61	6.64	4.72	2.24	5.17	4.41	5.38	3.12	4.91	6.05
	14.72	5.15	6.16	6.11	5.67	9.19	8.44	10.98	3.87	8.53	6.03	6.46	5.46	10.66	8.55
		g	g				bc								
3 years from now	30	22	38	41	16	64	23	33	21	46	26	29	17	23	40
	16.23	10.91	9.87	12.39	10.16	11.98	13.83	14.39	9.76	14.57	10.62	9.79	6.38	13.35	12.80
	19.11	11.61	12.97	12.13	7.72	15.73	13.29	17.04	10.30	14.52	11.14	9.60	7.21	21.14	13.16
										f			c		

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

 **Topic 5: Digital Marketing Strategies and Spending**

Considering online influencer activities, allocate 100 points across these activities according to their importance to your marketing strategy:

Mean	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
LinkedIn	24.68	31.42 CD	36.82 CD	6.23 AB	14.44 AB	37.98 BCDE	18.15 Ae	18.72 A	17.46 A	4.42 Ab
Blogging on your company site	16.73	20.75 C	19.69 C	7.33 AB	14.44	22.95 C	15.91	9.62 A	17.08	9.50
Instagram	15.10	7.09 CD	8.02 CD	32.84 ABd	21.11 ABc	6.66 BCDE	18.42 A	23.52 A	18.15 A	22.25 A
Facebook	11.27	8.17 cD	8.24 cD	14.35 ab	19.52 AB	6.00 BCdE	13.11 A	14.31 A	11.85 a	18.75 A
YouTube	10.11	11.00	7.63 c	13.09 b	8.15	9.11	9.64	10.72	11.88	14.42
Blogging on other sites	7.36	10.91 c	6.57	4.21 a	5.04	8.20	9.55	5.45	4.65	5.08
TikTok	5.61	2.36 CD	1.00 CD	14.12 AB	9.26 AB	0.89 BCDE	6.33 A	8.79 A	8.65 A	11.33 A
Other	4.74	3.52	8.67	3.84	2.04	4.53	3.91	2.59	7.88	9.58
Twitter	3.75	4.65	3.16	2.63	4.33	3.64	4.49 d	4.66 d	1.23 bc	3.33
Snapchat	0.64	0.12 Cd	0.22 c	1.37 Ab	1.67 a	0.03 bCe	0.51 ac	1.62 Ab	1.15	1.33 a

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

Topic 5: Digital Marketing Strategies and Spending

Considering online influencer activities, allocate 100 points across these activities according to their importance to your marketing strategy:

Mean	Industry Sector														
	Banking Finance Insurance A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac-turing I	Mining Construc-tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor-tation N	Retail Wholesale O
LinkedIn	27.36 CFkO	30.63 coAbFHiKIMn	5.43	11.00 FK	25.00	56.88 ACDgIMO	18.89 fk	35.00 CO	20.00 cFKo	30.00	45.00 aCDgIMO	30.00 co	28.02 CFKO	26.00 c	5.63 AbFHiKIM
Blogging on your company site	24.96 Co	11.25	5.00 AegKM	4.00 k	25.00 c	13.13	18.89 c	3.33	15.79	40.00	24.38 CdhO	13.57	24.17 ChO	15.00	5.94 aKM
Instagram	8.96 bCdIO	22.50 afkm	29.29 AeFgHKM	27.00 afKm	5.00 cO	2.25 bCdgiLO	12.78 cfO	4.17 CIO	17.11 fkmO	0.00	5.00 bCDiLO	21.43 aFhKm	7.07 bCdilO	13.00 o	37.50 AEFGHIK Mn
Facebook	9.88 dn	18.75 M	16.19 m	27.00 aikM	8.75	13.25	18.00 ikM	9.17	7.37 dgn	0.00	6.25 dgn	13.57	5.70 BcDGNO	24.00 aikM	15.00 M
YouTube	7.52	9.38	11.67	5.00	14.25	6.25	10.33	10.83	14.47	30.00	8.44	5.00	9.88	7.00	14.25
Blogging on other sites	5.80	1.88	5.95	1.00	5.25	5.00	5.56	1.67	11.58	0.00	4.69	1.43	14.32 o	6.00	2.25 m
TikTok	6.08 cm	1.25 cd	17.86 abfhIKM	15.00 bfiKM	13.75 M	0.13 cdg	7.44 fkM	0.83 c	3.16 Cdo	0.00	0.94 CDgo	0.00	1.02 aCDEGO	3.00	12.50 ikM
Other	1.88 H	0.63 h	4.90 H	0.00	0.00	0.63 h	5.56	25.00 AbCfkmO	6.58	0.00	4.06 h	15.00	5.75 h	0.00	1.25 H
Twitter	7.08 bcK	0.63 ah	1.81 adH	9.00 ck	3.00	2.50	1.67 h	10.00 bCgK	3.95	0.00	0.94 AdH	0.00	3.90	6.00	4.31
Snapchat	0.48	3.13 m	1.90 m	1.00	0.00	0.00	0.89	0.00	0.00	0.00	0.31	0.00	0.15 bcO	0.00	1.38 M

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

Topic 5: Digital Marketing Strategies and Spending

Considering online influencer activities, allocate 100 points across these activities according to their importance to your marketing strategy:

Mean	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
LinkedIn	34.27 cF	34.29 f	20.37 a	29.06 f	22.50	18.07 Abd	21.25	37.54 cEgh	27.14	21.81 a	34.50 eg	15.83 Ad	24.46	16.28 ad	21.25 a
Blogging on your company site	18.85	18.18	19.81	24.21 eF	9.08 d	12.11 D	15.00	16.07	15.71	17.78	23.50	14.33	12.69	14.39	16.81
Instagram	6.23 eFG	3.06 cdEFG	14.63 b	12.03 bf	17.42 aB	22.22 ABd	19.00 AB	8.29 Egh	6.79 egh	13.49	12.00	25.00 Ab	16.23	18.89 ab	18.42 ab
Facebook	11.46	13.06	11.30	7.33 f	15.00	13.07 d	8.50	6.00 bg	18.21 ad	12.76	5.75 bg	12.71	12.31	14.00 ad	11.28
YouTube	10.08	8.29	8.70	10.97	8.08	12.02	8.75	10.25	5.71	11.49	10.25	10.67	8.38	12.94	8.92
Blogging on other sites	5.42	4.12	13.93 f	5.76	11.25	6.17 c	8.00	5.96	8.57	8.24	4.25	9.38	11.92	6.83	6.11
TikTok	2.50 g	0.35 fG	5.74	2.94 G	7.50	8.20 b	10.25 aBD	5.89	1.79	4.27	3.75	4.38	7.31	9.17	7.86
Other	8.00	12.94	2.04	3.48	1.67	3.28	5.50	7.43	8.57	5.68	1.25	4.79	4.62	2.22	3.53
Twitter	3.19	5.35	2.93	3.09	7.08	4.39 g	2.00 e	2.57	6.07	3.46	4.25	2.92	2.08	5.00	4.44
Snapchat	0.00	0.35	0.56	1.12	0.42	0.46 g	1.75 f	0.00	1.43	1.03	0.50	0.00	0.00	0.28	1.39

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

 **Topic 5: Digital Marketing Strategies and Spending**

To what degree has the use of influencers contributed to your company's performance during the last year? (1=Not at all, 7=Very Highly)

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	235	84	71	48	31	87	64	31	32	15
Mean	2.36	2.12	2.21	3.29	1.97	2.00	2.17	3.00	2.66	2.67
SD	1.60	1.44	1.53	1.74	1.49	1.36	1.52	1.84	1.62	1.72
		C	C	ABD	C	Cd	c	Ab	a	

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

Topic 5: Digital Marketing Strategies and Spending

To what degree has the use of influencers contributed to your company's performance during the last year? (1=Not at all, 7=Very Highly)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	29	11	20	7	5	14	14	8	22	2	25	8	44	8	17
Mean	2.62	2.27	3.30	2.57	3.20	1.21	1.43	2.63	2.50	2.50	1.80	1.75	2.45	2.00	3.06
SD	1.59	1.01	1.78	1.81	1.92	0.43	0.76	2.26	1.82	2.12	1.26	1.39	1.56	1.41	1.89
	Fgk	Fg	FGKl	f	FGk ABCdEhijM	abCEimO		f	fg	f	aCeo	c	Fg		FGk

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

 **Topic 5: Digital Marketing Strategies and Spending**

To what degree has the use of influencers contributed to your company's performance during the last year? (1=Not at all, 7=Very Highly)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	31	22	38	41	15	65	21	34	21	46	26	29	17	23	38
Mean	2.42	1.82	2.24	2.66	2.67	2.32	2.43	2.32	1.86	2.50	2.42	2.79	2.24	2.30	2.18
SD	1.84	1.40	1.67	1.53	1.59	1.55	1.69	1.75	1.31	1.70	1.70	1.59	1.52	1.49	1.56
		d		b					e			b			

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

 **Topic 5: Digital Marketing Strategies and Spending**

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years

Number Mean SD	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
	What percent of your marketing budget do you currently spend on mobile activities?	222 15.67 19.26	83 11.74 15.45	64 11.15 18.22	44 23.45 22.00	30 24.66 21.15	85 8.70 13.52	64 16.93 18.55	28 16.93 17.37	29 25.03 24.51
		CD	CD	AB	AB	BcDE	Ae	a	A	Ab
% What percent will you spend on mobile in the next 12 months?	219 19.07 22.45	81 14.68 18.17	63 12.44 18.32	44 28.89 26.66	30 30.27 26.08	84 11.77 16.77	64 19.83 22.05	27 20.44 19.47	28 29.61 29.62	14 34.50 27.35
		CD	CD	AB	AB	bcDE	Ae	a	A	Ab
What percent will you spend on mobile activities in five years?	218 26.93 25.17	80 21.99 23.07	63 18.83 21.67	44 37.69 26.46	30 40.53 25.55	83 18.65 21.11	64 29.54 25.26	27 27.56 19.74	28 35.90 30.31	14 43.40 28.42
		CD	CD	AB	AB	BDE	A	e	A	Ac

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

Topic 5: Digital Marketing Strategies and Spending

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
What percent of your marketing budget do you currently spend on mobile activities?	27 9.41 14.05	11 29.77 24.69	18 14.62 16.20	6 37.91 23.55	4 4.25 4.35	13 16.93 24.70	14 20.37 15.97	8 12.00 11.80	22 12.42 15.56	2 13.50 16.26	23 8.22 16.50	6 28.21 30.73	43 12.96 19.43	7 17.02 19.66	17 26.42 18.59
	BDgIO	AiKm	d	AcehIKM	do		ak	d	bDo		BDgIO	ak	bDo		AeiKm
% What percent will you spend on mobile in the next 12 months?	27 12.15 15.35	10 35.50 34.03	18 21.39 21.80	6 52.83 32.47	4 7.50 9.00	13 18.00 25.25	14 26.86 19.37	8 14.00 14.07	21 14.48 17.25	2 16.00 19.80	23 9.65 17.43	6 34.17 36.93	42 14.69 20.66	7 20.00 23.98	17 30.00 18.87
	BDgIO	AiKm	d	AcefghIKM o	do	d	adK	do	bDo		BDGIO	ak	bDo		AdehiKm
What percent will you spend on mobile activities in five years?	26 19.97 18.06	10 37.76 32.85	18 29.29 24.15	6 59.60 24.92	4 13.75 13.77	13 22.38 27.44	14 40.09 23.26	8 26.25 24.89	21 23.48 21.78	2 18.50 23.33	23 17.57 22.81	6 39.73 35.28	42 20.60 24.14	7 27.03 26.49	17 42.31 22.84
	bDGO	ak	d	AcefhIKMn	dgo	do	AeiKm	d	Dgo		bDGO		DgO	d	AefiKM

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

Topic 5: Digital Marketing Strategies and Spending

What percent of your marketing budget do you spend on mobile activities? Now, 12 months, 5 years

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent of your marketing budget do you currently spend on mobile activities?	29 13.63 19.49	22 18.97 23.32	37 12.85 18.19	37 11.98 15.14	15 12.95 19.56	57 17.85 20.43	23 23.11 18.86	33 15.68 19.83	20 15.41 23.16	43 12.10 18.13	24 11.67 14.20	26 18.63 20.34	15 13.73 17.92	21 17.54 21.64	39 20.12 19.49
			g	g			cd								
% What percent will you spend on mobile in the next 12 months?	28 16.14 22.94	22 21.95 24.60	36 16.19 20.71	37 15.41 18.46	15 17.47 27.30	57 21.39 23.75	23 26.22 22.09	32 19.84 24.08	20 19.40 25.45	42 13.64 18.37	23 15.65 18.25	26 22.58 25.86	15 15.33 17.91	21 21.95 26.94	39 23.92 22.64
				g			d			h					c
What percent will you spend on mobile activities in five years?	28 22.98 26.73	22 30.19 25.26	36 24.04 24.85	37 23.60 20.97	15 24.09 25.63	56 29.00 26.96	23 36.23 25.16	32 27.27 27.68	20 28.92 27.69	42 19.69 20.45	23 22.36 19.54	26 30.22 27.55	15 24.87 20.50	21 29.12 30.10	38 34.02 26.16
				g			d			H					C

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

 **Topic 5: Digital Marketing Strategies and Spending**

To what degree has the use of mobile marketing contributed to your company's performance during the last year? (1=Not at all, 7=Very Highly)

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	228	81	69	46	31	88	62	28	29	15
Mean	2.87	2.46	2.35	3.76	3.84	2.18	2.90	3.71	3.45	3.73
SD	1.77	1.59	1.53	1.90	1.68	1.32	1.77	1.76	1.97	2.09
		CD	CD	AB	AB	BCDE	Ac	Ab	A	A

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

 **Topic 5: Digital Marketing Strategies and Spending**

To what degree has the use of mobile marketing contributed to your company's performance during the last year? (1=Not at all, 7=Very Highly)

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	
N	28	11	17	7	5	14	14	8	22	2	24	8	42	7	18	
Mean	2.39	3.18	2.82	5.14	3.20	2.64	3.14	2.75	2.45	3.50	2.17	2.63	2.64	3.29	4.39	
SD	1.50	1.60	1.51	0.69	2.39	1.98	1.75	1.49	1.65	2.12	1.46	2.26	1.88	1.70	1.42	
	DO	Do	DO ABCFGHIK				DO	Do	Do	DO		DO	do	DO	d AbCFghIKl	M

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

 **Topic 5: Digital Marketing Strategies and Spending**

To what degree has the use of mobile marketing contributed to your company's performance during the last year? (1=Not at all, 7=Very Highly)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	31	22	37	38	15	60	23	34	21	43	26	25	15	23	40
Mean	2.65	2.50	2.46	3.08	3.07	3.20	3.00	2.74	2.10	2.67	3.35	3.24	2.47	3.43	2.95
SD	1.60	1.82	1.57	1.79	1.91	1.93	1.62	1.64	1.30	1.86	1.96	1.74	1.36	2.02	1.74
									deg		b	b		b	

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



Topic 5: Digital Marketing Strategies and Spending

Which of the following factors limit the success of your company's mobile marketing activities? (Check all that apply)

N=205	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Difficulty tracking the customer across the journey	40.0%	33.3%	36.4%	50.0%	48.3%	33.3%	43.3%	42.9%	50.0%	38.5%
Weak link between our mobile strategy and our broader marketing strategy	38.0%	38.5%	49.1% c	28.6% b	31.0%	50.7% e	35.0%	32.1%	30.8%	15.4% a
Insufficient in-house mobile expertise	36.6%	39.7%	43.6% d	31.0%	20.7% b	36.0%	43.3%	28.6%	30.8%	46.2%
Unclear objectives for our mobile marketing strategy	31.7%	34.6% d	34.5% d	33.3%	13.8% ab	29.3%	41.7%	21.4%	23.1%	46.2%
Difficulty identifying our mobile customer audience	30.7%	38.5% d	25.5%	31.0%	17.2% a	36.0% e	26.7%	28.6%	38.5%	7.7% a
Our content is not sufficiently personalized	30.7%	21.8% cD	23.6% cd	42.9% ab	48.3% Ab	26.7%	36.7%	32.1%	34.6%	15.4%

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

 **Topic 5: Digital Marketing Strategies and Spending**

Which of the following factors limit the success of your company's mobile marketing activities? (Check all that apply) - continued

N=205	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Undisciplined approach to monitoring mobile metrics	23.4%	11.5% CD	21.8%	38.1% A	34.5% A	16.0% d	28.3%	21.4%	34.6% a	15.4%
Our content is not as engaging as it needs to be	16.1%	9.0% cd	12.7%	23.8% a	27.6% a	13.3%	20.0%	17.9%	11.5%	23.1%
Unclear ownership of mobile initiatives within the company	15.6%	9.0% c	18.2%	23.8% a	17.2%	16.0%	18.3%	14.3%	15.4%	7.7%
Lack of a mobile-friendly website	8.3%	2.6% bc	14.5% a	11.9% a	6.9%	8.0%	6.7%	7.1%	7.7%	23.1%

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

Topic 5: Digital Marketing Strategies and Spending

Which of the following factors limit the success of your company's mobile marketing activities? (Check all that apply)

N=205

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Weak link between our mobile strategy and our broader marketing strategy	53.8% dmnO	40.0%	31.3% hk	0.0% ahK	20.0%	46.2% o	38.5%	83.3% cdmnO	45.0% o	0.0%	70.0% cDMNO	33.3%	28.9% ahK	0.0% ahK	11.1% AfHiK
Difficulty tracking the customer across the journey	46.2% d	40.0% d	31.3% D	100.0% abCefghljk M	20.0% d	38.5% d	38.5% d	16.7% d	30.0% D	0.0% d	35.0% d	50.0%	36.8% D	50.0%	55.6%
Insufficient in-house mobile expertise	42.3%	40.0%	37.5%	50.0%	60.0%	23.1% k	38.5%	16.7% k	45.0%	0.0%	65.0% fhlmno	16.7% k	28.9% k	16.7% k	22.2% k
Unclear objectives for our mobile marketing strategy	38.5%	30.0%	50.0% dl	0.0% ck	20.0%	38.5%	23.1%	16.7%	35.0%	0.0%	50.0% dl	0.0% ck	26.3%	33.3%	22.2%
Difficulty identifying our mobile customer audience	23.1%	0.0% dfikmo	6.3% dfikm	50.0% bc	20.0%	38.5% bc	23.1%	33.3%	40.0% bc	0.0%	40.0% bc	33.3%	42.1% bc	33.3%	33.3% b
Our content is not as engaging as it needs to be	15.4%	20.0% m	31.3% M	16.7%	20.0%	23.1% m	23.1% m	16.7%	15.0%	0.0%	10.0%	0.0%	2.6% bCfngNO	33.3% M	27.8% M

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

Topic 5: Digital Marketing Strategies and Spending

Which of the following factors limit the success of your company's mobile marketing activities? (Check all that apply) - continued

N=205

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Our content is not sufficiently personalized	15.4% ef	20.0%	31.3%	33.3%	60.0% a	46.2% a	38.5%	16.7%	30.0%	0.0%	40.0%	33.3%	23.7%	50.0%	38.9%
Undisciplined approach to monitoring mobile metrics	15.4% bck	50.0% aim	50.0% ahiM	16.7%	40.0%	15.4%	15.4%	0.0% ck	10.0% bcK	0.0%	50.0% ahIM	16.7%	13.2% bCK	16.7%	27.8%
Unclear ownership of mobile initiatives within the company	11.5% j	20.0%	18.8%	0.0% j	0.0%	15.4%	15.4%	16.7%	15.0% j	100.0% adiM	35.0% M	16.7%	5.3% JK	16.7%	22.2%
Lack of a mobile-friendly website	7.7%	20.0%	6.3%	16.7%	0.0%	15.4%	7.7%	0.0%	5.0%	0.0%	10.0%	0.0%	5.3%	16.7%	11.1%

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



Topic 5: Digital Marketing Strategies and Spending

Which of the following factors limit the success of your company's mobile marketing activities? (Check all that apply)

N=205

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Insufficient in-house mobile expertise	53.8% F	47.1% f	35.3%	34.4%	53.3% f	21.1% Abeg	45.5% f	46.4%	52.9% g	33.3%	29.2%	27.3%	46.7%	19.0% b	39.5%
Weak link between our mobile strategy and our broader marketing strategy	38.5%	47.1%	38.2%	43.8%	26.7%	31.6%	45.5%	32.1%	52.9%	35.9%	41.7%	31.8%	53.3%	38.1%	31.6%
Unclear objectives for our mobile marketing strategy	34.6%	29.4%	32.4%	31.3%	46.7%	26.3%	36.4%	32.1%	35.3%	33.3%	20.8%	27.3%	46.7%	28.6%	31.6%
Difficulty tracking the customer across the journey	30.8%	35.3%	35.3%	40.6%	60.0%	43.9%	40.9%	35.7%	41.2%	35.9%	45.8%	40.9%	46.7%	47.6%	36.8%
Undisciplined approach to monitoring mobile metrics	30.8%	23.5%	17.6%	37.5%	20.0%	21.1%	13.6%	25.0%	23.5%	23.1%	25.0%	22.7%	33.3%	28.6%	15.8%
Difficulty identifying our mobile customer audience	26.9%	23.5%	41.2%	28.1%	46.7%	26.3%	31.8%	21.4%	35.3%	33.3%	29.2%	36.4%	40.0%	28.6%	26.3%
Our content is not as engaging as it needs to be	15.4%	17.6%	11.8%	21.9%	6.7%	19.3%	13.6%	7.1% b	35.3% afg	23.1% f	20.8%	18.2%	0.0% bc	4.8% b	15.8%

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

Topic 5: Digital Marketing Strategies and Spending

Which of the following factors limit the success of your company's mobile marketing activities? (Check all that apply) - continued

N=205

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Our content is not sufficiently personalized	15.4% g	29.4%	26.5%	34.4%	40.0%	31.6%	45.5% a	10.7% cdgh	29.4%	38.5% a	37.5% a	18.2%	26.7%	38.1% a	39.5% a
Lack of a mobile-friendly website	7.7%	17.6%	8.8%	3.1%	0.0%	8.8%	9.1%	10.7%	17.6%	7.7%	4.2%	9.1%	6.7%	4.8%	7.9%
Unclear ownership of mobile initiatives within the company	7.7%	23.5%	8.8%	21.9%	20.0%	14.0%	22.7%	3.6% bfh	29.4% ac	5.1% bfh	16.7%	18.2%	26.7% ac	14.3%	21.1% ac

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

 **Topic 5: Digital Marketing Strategies and Spending**

Does your company use an app?

N=237	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Yes	85 35.9%	24 27.6% cD	16 23.2% CD	24 49.0% aB	21 67.7% AB	13 14.6% BCD	29 44.6% A	20 64.5% A	17 56.7% A	5 33.3%
No	152 64.1%	63 72.4% cD	53 76.8% CD	25 51.0% aB	10 32.3% AB	76 85.4% BCD	36 55.4% A	11 35.5% A	13 43.3% A	10 66.7%

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

 **Topic 5: Digital Marketing Strategies and Spending**

Does your company use an app?

N=237

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	16 55.2% ChKm	5 45.5% k	3 15.0% ADfjno	6 85.7% CegHiKM	1 20.0% d	7 50.0% ck	4 26.7% d	1 11.1% aDjo	7 30.4% d	2 100.0% chKm	3 12.5% AbDfJnO	3 37.5% d	13 29.5% aDj	4 57.1% ck	10 55.6% chK
No	13 44.8% ChKm	6 54.5% k	17 85.0% ADfjno	1 14.3% CegHiKM	4 80.0% d	7 50.0% ck	11 73.3% d	8 88.9% aDjo	16 69.6% d	0 0.0% chKm	21 87.5% AbDfJnO	5 62.5% d	31 70.5% aDj	3 42.9% ck	8 44.4% chK

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

 **Topic 5: Digital Marketing Strategies and Spending**

Does your company use an app?

N=237

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Yes	3 9.7% bEFG	8 36.4% a	8 20.5% eFG	11 27.5% efg	9 56.3% AcD	32 51.6% ACd	13 54.2% ACd	5 15.2% ceGH	4 19.0% gH	17 35.4% ah	6 23.1% gH	11 39.3% a	6 37.5%	12 52.2% Abd	24 58.5% ABcD
No	28 90.3% bEFG	14 63.6% a	31 79.5% eFG	29 72.5% efg	7 43.8% AcD	30 48.4% ACd	11 45.8% ACd	28 84.8% ceGH	17 81.0% gH	31 64.6% ah	20 76.9% gH	17 60.7% a	10 62.5%	11 47.8% Abd	17 41.5% ABcD

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

 **Topic 5: Digital Marketing Strategies and Spending**

Approximately what percent of revenue has your app(s) generated for your business?

N=85	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
No revenue [0%]	23 27.1%	7 29.2%	6 37.5% d	8 33.3%	2 9.5% b	6 46.2%	6 20.7%	4 20.0%	5 29.4%	1 20.0%
Little revenue [< 5%]	23 27.1%	7 29.2%	5 31.3%	4 16.7%	7 33.3%	5 38.5% D	12 41.4% D	6 30.0% d	0 0.0% ABc	0 0.0%
Some revenue [5 - 10%]	12 14.1%	4 16.7%	2 12.5%	2 8.3%	4 19.0%	1 7.7% e	3 10.3% e	2 10.0% e	3 17.6%	3 60.0% abc
Moderate revenue [10 - 15%]	13 15.3%	2 8.3%	3 18.8%	5 20.8%	3 14.3%	0 0.0%	5 17.2%	5 25.0%	3 17.6%	0 0.0%
High revenue [15%+]	14 16.5%	4 16.7%	0 0.0% d	5 20.8%	5 23.8% b	1 7.7%	3 10.3% d	3 15.0%	6 35.3% b	1 20.0%

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

Topic 5: Digital Marketing Strategies and Spending

Approximately what percent of revenue has your app(s) generated for your business?

N=85

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
No revenue [0%]	5 31.3%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	3 42.9%	2 50.0%	1 100.0%	3 42.9%	1 50.0%	1 33.3%	2 66.7%	3 23.1%	1 25.0%	0 0.0%
Little revenue [< 5%]	4 25.0%	2 40.0%	2 66.7%	2 33.3%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	2 28.6%	0 0.0%	1 33.3%	1 33.3%	2 15.4%	2 50.0%	3 30.0%
Some revenue [5 - 10%]	2 12.5%	1 20.0%	0 0.0%	1 16.7%	1 100.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 23.1%	0 0.0%	2 20.0%
Moderate revenue [10 - 15%]	2 12.5%	0 0.0%	1 33.3%	1 16.7%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 33.3%	0 0.0%	2 15.4%	1 25.0%	3 30.0%
High revenue [15%+]	3 18.8%	1 20.0%	0 0.0%	2 33.3%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	3 23.1%	0 0.0%	2 20.0%

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

Topic 5: Digital Marketing Strategies and Spending

Approximately what percent of revenue has your app(s) generated for your business?

N=85

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
No revenue [0%]	0 0.0%	4 50.0%	1 12.5%	4 36.4%	3 33.3%	8 25.0%	3 23.1%	1 20.0%	2 50.0%	4 23.5%	3 50.0%	3 27.3%	2 33.3%	4 33.3%	4 16.7%
Little revenue [< 5%]	1 33.3%	1 12.5%	2 25.0%	1 9.1%	3 33.3%	11 34.4%	3 23.1%	2 40.0%	1 25.0%	4 23.5%	1 16.7%	1 9.1%	1 16.7%	4 33.3%	9 37.5%
Some revenue [5 - 10%]	0 0.0%	3 37.5%	2 25.0%	2 18.2%	2 22.2%	2 6.3%	1 7.7%	0 0.0%	1 25.0%	4 23.5%	0 0.0%	3 27.3%	0 0.0%	1 8.3%	3 12.5%
Moderate revenue [10 - 15%]	0 0.0%	0 0.0%	1 12.5%	3 27.3%	1 11.1%	5 15.6%	3 23.1%	0 0.0%	0 0.0%	1 5.9%	2 33.3%	2 18.2%	3 50.0%	2 16.7%	3 12.5%
High revenue [15%+]	2 66.7%	0 0.0%	2 25.0%	1 9.1%	0 0.0%	6 18.8%	3 23.1%	2 40.0%	0 0.0%	4 23.5%	0 0.0%	2 18.2%	0 0.0%	1 8.3%	5 20.8%

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



Topic 5: Digital Marketing Strategies and Spending

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

Number Mean SD	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
...of your marketing budget do you currently spend on social media?	227 15.96 13.62	83 12.01 12.48 Cd	64 14.86 11.01 C	49 22.54 15.49 AB	30 18.67 14.69 a	87 11.02 10.16 BCDE	62 16.35 14.47 Ae	31 21.10 14.86 A	29 19.70 15.27 A	14 25.70 12.65 Ab
...will you spend in the next 12 months?	228 18.90 14.97	83 14.23 13.91 bCd	65 18.82 13.38 ac	49 25.26 16.17 Ab	30 21.94 15.37 a	87 13.95 11.92 bcDE	62 18.99 15.67 ae	31 22.62 15.86 A	30 25.00 17.39 A	14 28.21 12.95 Ab
...do you predict you will spend in five years?	225 24.31 16.78	81 20.37 16.28 C	64 23.03 16.55 c	49 30.44 17.10 Ab	30 26.79 15.02	86 19.09 15.03 bcDE	62 26.07 18.36 a	30 27.75 16.19 A	29 29.78 18.23 A	14 30.71 11.91 A

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



Topic 5: Digital Marketing Strategies and Spending

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
...of your marketing budget do you currently spend on social media?	27 13.84 11.06	10 32.10 18.71	20 25.95 17.06	6 15.00 10.49	5 17.00 9.08	13 12.69 13.17	15 13.58 12.58	7 9.57 5.13	23 9.83 10.24	2 13.50 2.12	24 17.57 12.01	7 16.43 13.14	42 12.98 13.99	7 14.00 9.24	18 19.72 12.54
	BC	AFGHikMn o	AfghIM			Bc	Bc	Bc	BCKO		bi		BC	b	bi
...will you spend in the next 12 months?	27 17.26 11.23	11 37.74 20.26	20 29.18 18.36	6 20.00 15.49	5 20.00 10.61	13 12.85 13.02	15 18.80 15.59	7 12.86 8.59	23 10.30 10.82	2 16.00 5.66	24 21.13 13.37	7 20.57 14.19	42 15.79 14.89	7 17.57 12.23	18 20.28 12.06
	BCi	AFgHIKMn O	AFhIM			BC	b	Bc	aBCKO		BI		BC	b	BI
...do you predict you will spend in five years?	27 22.33 12.81	10 38.17 21.04	20 32.33 18.23	6 21.17 16.19	5 27.20 14.02	13 16.14 18.50	15 24.92 16.74	7 22.57 10.86	21 16.38 13.84	2 20.00 7.07	24 28.08 18.35	7 28.57 19.09	42 20.61 16.06	7 25.00 19.18	18 28.33 15.53
	Bc	AfIM	afIm			bc			BCKo		i		Bc		i

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

Topic 5: Digital Marketing Strategies and Spending

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
...of your marketing budget do you currently spend on social media?	28 19.15 14.38 D	22 17.16 15.21 D	39 13.60 13.11 C	40 10.77 10.47 D	16 12.30 11.79 E	58 18.31 13.68 F	22 18.35 14.08 G	32 21.28 14.44 D	20 13.87 16.19 B	47 16.05 13.31 C	24 7.96 7.50 D	28 16.73 14.70 E	14 16.77 13.90 F	22 14.85 12.71 G	39 17.27 13.24 H
...will you spend in the next 12 months?	29 23.49 16.64 cD	22 23.18 18.28 D	39 16.05 13.45 a	40 12.83 12.16 ABFg	16 14.35 12.63 E	58 20.71 14.06 F	22 20.91 15.25 d	33 26.31 16.04 cDg	20 19.86 20.30 d	47 18.21 13.51 aD	24 9.46 8.62 AbCefgH	28 19.25 16.13 d	14 19.04 13.94 d	22 16.23 13.22 ad	39 20.10 13.82 D
...do you predict you will spend in five years?	28 29.23 18.87 De	22 26.27 17.59 d	37 20.97 14.87 f	40 17.60 14.24 AbFg	16 17.31 12.66 af	58 27.68 16.65 cDe	22 27.73 17.79 d	32 33.20 18.03 cDeG	20 23.09 19.63 d	45 24.22 14.09 aD	24 12.04 9.96 AbCEfgH	28 24.06 16.87 aD	14 23.27 16.03 d	22 20.36 15.38 Ad	39 28.17 17.44 D

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

 **Topic 5: Digital Marketing Strategies and Spending**

To what degree has the use of social media contributed to your company's performance? (1=Not at all, 7=Very Highly)

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	234	86	67	49	31	88	63	31	31	15
Mean	3.69	3.12	3.72	4.37	4.23	3.18	3.62	4.52	4.06	4.60
SD	1.63	1.61	1.53	1.51	1.52	1.65	1.57	1.43	1.46	1.40
		bCD	ac	Ab	A	CDE	Ce	AB	A	Ab

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

Topic 5: Digital Marketing Strategies and Spending

To what degree has the use of social media contributed to your company's performance? (1=Not at all, 7=Very Highly)

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
N	27	12	20	7	5	13	15	9	23	2	23	8	44	7	18
Mean	3.78	4.50	4.20	4.86	4.60	3.15	3.27	3.22	2.65	4.50	3.87	3.38	3.52	4.14	4.11
SD	1.37	1.57	1.74	0.90	1.14	1.41	1.79	1.64	1.99	0.71	1.55	1.60	1.53	1.21	1.64
	i	fi	i	Fghllm	i	bD	d	d	aBcDeko		i	d	d		i

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

 **Topic 5: Digital Marketing Strategies and Spending**

To what degree has the use of social media contributed to your company's performance? (1=Not at all, 7=Very Highly)

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
N	31	22	39	40	16	60	23	33	21	48	27	27	15	22	40
Mean	3.39	3.55	3.69	3.55	3.94	3.97	3.57	3.64	3.33	3.85	3.41	3.85	3.80	4.14	3.55
SD	1.80	1.79	1.69	1.63	1.48	1.59	1.34	1.83	1.68	1.57	2.10	1.49	1.52	1.28	1.47

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

What percent of your marketing budget to you spend on DE&I?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
N	208	74	62	42	29	83	59	26	25	13
Mean	2.50	2.49	2.49	3.36	1.41	1.72	2.86	5.88	1.28	1.85
SD	5.98	8.24	4.25	5.16	2.53	3.62 C	4.90	12.96 A	2.98	3.11

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

What percent of your marketing budget to you spend on DE&I?

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
N	26	10	18	6	3	12	15	8	19	2	20	8	39	6	15
Mean	5.88	0.00	3.83	0.00	1.67	1.92	1.53	2.13	1.32	1.50	1.20	3.38	2.32	0.00	4.07
SD	12.79	0.00	5.69	0.00	2.89	2.35	2.29	3.60	2.60	2.12	2.63	6.95	4.92	0.00	5.36
												o			k

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

 **Topic 6: Diversity, Equity, and Inclusion in Marketing**

What percent of your marketing budget to you spend on DE&I?

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
N	23	21	37	37	15	54	19	27	20	41	24	27	15	18	35
Mean	4.57	1.21	1.89	0.78	2.87	3.06	4.37	2.04	4.78	1.95	0.33	2.30	2.20	2.44	4.09
SD	13.64	2.69	4.10	1.83	4.07	4.80	5.92	3.74	14.54	4.28	1.05	3.97	5.23	3.78	5.14
		g		eFG	d	D	bD	d			aegH	d		d	D

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

 **Topic 6: Diversity, Equity, and Inclusion in Marketing**

By what percent has marketing spending on DE&I changed in the last year?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	208	74	62	42	29	83	59	26	25	13
Mean	2.27	1.92	4.39	1.05	0.52	2.07	2.80	1.38	0.40	6.92
SD	10.51	7.10	17.21	3.71	2.05	11.53	7.93	3.61	1.38	25.04

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

By what percent has marketing spending on DE&I changed in the last year?

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
N	26	10	18	6	3	12	15	8	18	2	20	8	39	6	16
Mean	2.00	0.00	0.83	0.00	33.33	0.42	1.00	2.50	1.67	10.00	1.25	0.63	3.46	0.00	3.19
SD	4.69	0.00	2.57	0.00	57.74	1.44	2.07	7.07	4.78	14.14	3.19	1.77	14.87	0.00	13.01
	E		eJ		AcfgiKm		ej		ej	e	Cfgk		Ej		e

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

By what percent has marketing spending on DE&I changed in the last year?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	23	21	37	37	15	55	18	27	20	41	24	27	15	19	34
Mean	0.43	4.76	0.95	1.22	0.67	4.07	2.72	0.74	1.75	5.12	0.00	1.67	0.00	3.89	2.62
SD	2.09	19.59	3.50	3.98	2.58	15.51	5.15	2.67	4.94	20.69	0.00	5.19	0.00	12.52	5.23

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

 **Topic 6: Diversity, Equity, and Inclusion in Marketing**

Do you expect DE&I to be a marketing priority for your company over the next five years?

N=215	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Yes	89 41.4%	24 32.0% b	32 49.2% a	18 40.9%	15 50.0%	38 45.2%	22 36.7%	14 51.9%	7 26.9%	6 46.2%
No	126 58.6%	51 68.0% b	33 50.8% a	26 59.1%	15 50.0%	46 54.8%	38 63.3%	13 48.1%	19 73.1%	7 53.8%

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

Do you expect DE&I to be a marketing priority for your company over the next five years?

N=215

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	19 70.4% BCfIMn	2 20.0% A	5 27.8% A	2 28.6%	2 50.0%	4 33.3% a	8 53.3%	3 37.5%	5 26.3% A	1 50.0%	11 52.4%	4 50.0%	14 34.1% A	1 16.7% a	8 50.0%
No	8 29.6% BCfIMn	8 80.0% A	13 72.2% A	5 71.4%	2 50.0%	8 66.7% a	7 46.7%	5 62.5%	14 73.7% A	1 50.0%	10 47.6%	4 50.0%	27 65.9% A	5 83.3% a	8 50.0%

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

Do you expect DE&I to be a marketing priority for your company over the next five years?

N=215

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes	7 29.2% g	8 38.1%	13 35.1%	13 33.3%	8 53.3%	28 49.1%	12 60.0% a	7 25.0% bGh	11 55.0% a	17 40.5%	8 32.0% g	10 35.7%	5 33.3%	13 65.0% Ad	18 50.0% a
No	17 70.8% g	13 61.9%	24 64.9%	26 66.7%	7 46.7%	29 50.9%	8 40.0% a	21 75.0% bGh	9 45.0% a	25 59.5%	17 68.0% g	18 64.3%	10 66.7%	7 35.0% Ad	18 50.0% a

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

 **Topic 6: Diversity, Equity, and Inclusion in Marketing**

How much is your company changing its marketing strategy to reach a more diverse set of customers? (1=Not at all, 7=Very much)

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	216	76	64	45	30	83	60	27	27	14
Mean	3.29	2.66	3.16	4.04	4.13	2.84	3.52	3.81	3.59	3.36
SD	1.72	1.55	1.69	1.64	1.63	1.52	1.78	1.69	2.02	1.69
		CD	CD	AB	AB	bCd	a	A	a	

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

How much is your company changing its marketing strategy to reach a more diverse set of customers? (1=Not at all, 7=Very much)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	27	11	19	7	4	12	15	8	19	2	20	8	41	6	16
Mean	3.81	3.00	4.26	4.29	4.50	2.58	3.00	3.50	2.16	4.00	3.25	3.75	2.73	3.67	3.75
SD	1.39	1.34	1.63	1.80	1.29	1.51	1.89	1.85	1.50	1.41	1.97	1.83	1.48	2.42	1.84
	fIM	c	bFgIM	fIm	fIm	aCde	c		ACDEIO			i	ACdeo		Im

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

How much is your company changing its marketing strategy to reach a more diverse set of customers? (1=Not at all, 7=Very much)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	26	21	37	38	15	56	20	29	20	44	24	27	15	20	36
Mean	3.15	2.67	3.08	2.89	3.73	3.63	4.00	3.17	3.15	3.27	2.21	3.78	2.73	4.10	3.69
SD	1.62	1.98	1.59	1.66	1.58	1.70	1.78	1.75	1.73	1.72	1.35	1.42	1.94	1.41	1.85
		fg		fg		bd	bd	d	d	d	abcEGH	D	g	Df	D

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

Rate the degree to which your company has developed an inclusive approach to marketing decision making, meaning you have established steps to review and/or evaluate marketing decisions from a DE&I perspective. (1=Not at all, 7=Very Highly)

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
N	213	75	63	44	30	83	59	27	25	14
Mean	3.34	2.71	3.37	4.09	3.87	3.10	3.42	3.59	3.40	3.57
SD	1.93	1.81	1.96	1.79	1.89	1.85	2.09	1.80	2.02	1.79
		bCD	a	A	A					

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

Rate the degree to which your company has developed an inclusive approach to marketing decision making, meaning you have established steps to review and/or evaluate marketing decisions from a DE&I perspective. (1=Not at all, 7=Very Highly)

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
N	26	11	18	7	4	12	15	8	19	2	20	8	40	6	16
Mean	4.19	2.27	3.94	4.29	2.75	2.67	2.47	3.75	1.58	4.00	3.35	3.88	3.65	2.50	4.06
SD	2.04	1.19	1.80	1.70	1.71	1.56	1.68	2.05	1.12	4.24	2.01	1.36	1.79	2.35	2.11
	BfGI	AcDlmo	bgI	BfgI		adi	Acdmo	I	ACDFHjKL	i	I	bl	bgI		bgI
									MO						

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

Rate the degree to which your company has developed an inclusive approach to marketing decision making, meaning you have established steps to review and/or evaluate marketing decisions from a DE&I perspective. (1=Not at all, 7=Very Highly)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	25	21	37	37	15	55	20	28	20	43	24	27	14	20	36
Mean	3.40	3.19	3.03	2.65	3.60	3.78	3.95	3.07	3.00	3.35	2.25	3.48	3.29	4.20	3.86
SD	1.87	1.97	1.71	1.92	1.76	1.95	2.21	1.82	1.95	1.82	1.67	1.91	2.16	1.61	2.13
				Fg		D	d	g	g	d	ceGH	d		abD	D

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

How, if at all, have your company's DE&I marketing investments paid off in terms of the following outcomes: (1=Not at all, 7=A great deal)

Number Mean SD	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Employee attraction	188 3.47 2.04	67 3.09 2.18	53 3.75 2.00	40 3.60 1.84	27 3.74 1.99	73 3.16 2.08	52 3.48 2.10	25 4.04 1.81	24 3.54 2.17	12 3.75 1.86
Employee retention	187 3.53 2.01	67 3.15 2.15	52 3.77 1.97	40 3.83 1.92	27 3.70 1.79	73 3.25 2.08	52 3.42 1.94	25 4.20 1.73	23 3.57 2.29	12 4.08 1.78
Customer acquisition	185 2.80 1.72	65 2.09 1.58 bcd	52 2.87 1.65 ad	40 3.33 1.70 A	27 3.67 1.57 Ab	71 2.44 1.65 bC	51 3.08 1.78 a	25 3.48 1.66 A	24 2.63 1.61	12 2.83 1.90
Customer retention	186 2.67 1.62	66 2.00 1.54 BCD	52 2.92 1.59 A	40 3.15 1.56 A	27 3.15 1.49 A	71 2.35 1.63 c	52 2.81 1.62	25 3.32 1.46 a	24 2.54 1.69	12 2.92 1.62
Sales growth	183 2.53 1.61	66 1.80 1.41 BCD	51 2.76 1.61 A	39 2.97 1.55 A	26 3.31 1.52 A	70 2.19 1.43 C	52 2.67 1.64	25 3.16 1.82 A	22 2.41 1.53	12 2.92 1.93
Stock market returns	177 1.79 1.24	64 1.58 1.17 c	50 1.58 1.07 c	37 2.24 1.40 ab	25 2.12 1.33	70 1.51 0.96 cd	47 1.87 1.23	24 2.13 1.57 a	24 2.13 1.54 a	10 1.70 1.25

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

How, if at all, have your company's DE&I marketing investments paid off in terms of the following outcomes: (1=Not at all, 7=A great deal)

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Employee attraction	23 4.09 1.98 Bci	9 1.78 1.39 ADLMo	17 2.76 1.60 aDlm	4 5.25 0.96 BCgi	3 3.33 1.15	10 3.20 2.10	13 2.92 2.02 d	8 3.63 2.56	19 2.58 2.04 adlm	1 5.00 ---	18 3.22 2.21	7 4.57 1.40 Bci	35 3.97 1.93 Bci	5 3.80 2.77	15 3.87 2.20 b	
Employee retention	23 3.91 1.81 B	8 1.50 0.93 ACDefhKL Mo	17 3.41 1.62 B	4 5.00 0.82 Bg	3 3.33 1.15 b	10 3.50 1.96 b	13 2.69 1.84 dlm	8 3.63 2.56 b	19 2.84 2.34	1 6.00 ---	18 3.39 2.06 b	7 4.43 1.51 Bg	35 4.00 1.99 Bg	5 3.60 2.61	15 3.80 2.31 b	
Customer acquisition	23 3.30 1.49 iM	9 2.56 1.67	17 3.24 1.92 m	4 4.25 0.50 fikM	3 3.00 2.00	10 2.40 1.35 do	13 2.54 1.71	8 2.63 2.07	18 2.11 1.91 ado	1 4.00 ---	17 2.47 1.62 do	7 3.43 1.72 m	34 2.24 1.33 AcDIO	5 2.60 2.30	15 3.87 1.92 fikM	
Customer retention	23 3.00 1.38 im	9 2.00 1.41 o	17 3.12 1.73 m	4 4.00 0.00	3 2.67 2.08	10 2.60 1.26	13 2.38 1.61	8 2.63 2.07	19 1.95 1.75 aO	1 4.00 ---	17 2.76 1.86	7 3.00 1.63	34 2.18 1.24 acO	5 2.60 2.30	15 3.67 1.80 bIM	
Sales growth	23 2.91 1.44 hm	7 2.00 1.15 d	17 3.12 1.93 m	4 4.00 0.82 bFHiM	3 2.67 2.08	10 2.00 1.05 Do	12 2.42 1.51	8 1.63 0.92 aDo	19 2.00 1.83 do	1 5.00 ---	17 2.35 1.62	7 3.14 1.95	34 2.06 1.28 acDO	5 2.60 2.30	15 3.33 1.63 fhiM	
Stock market returns	23 1.74 1.05 D	9 1.56 1.67 d	16 2.13 1.45 d	4 3.75 0.50 AbcEFGHI KMn	3 1.33 0.58 D	10 1.70 1.06 D	11 1.55 1.04 D	8 1.50 0.76 D	19 1.58 1.30 D	0 ---	17 1.35 0.61 Dlo	6 2.33 1.51 k	33 1.76 1.32 D	5 1.60 1.34 d	13 2.38 1.45 k	

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

How, if at all, have your company's DE&I marketing investments paid off in terms of the following outcomes: (1=Not at all, 7=A great deal)

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Employee attraction	21 2.48 1.97 eFG	17 2.94 1.98 f	35 2.97 1.96 Fg	33 3.21 2.01 f	11 4.00 1.90 a	50 4.20 1.82 AbCd	19 4.32 2.29 Ac	25 2.44 1.87 EGH	16 2.50 1.75 eGH	39 3.08 1.98 GH	20 3.25 1.94 g	24 4.00 1.69 Ab	11 2.82 1.89 gh	18 4.61 1.65 ABCdf	34 4.38 2.17 ABCf
Employee retention	20 2.70 2.18 fg	17 3.18 2.07 f	35 3.11 2.08 f	33 3.45 2.00 f	11 4.09 2.02 f	50 3.96 1.70 ac	19 4.32 2.14 a	24 2.54 2.04 EGH	16 3.00 1.90 eg	39 3.10 2.09 egh	20 3.50 1.96 f	24 4.17 1.46 Abc	11 2.91 2.17 g	18 4.50 1.50 Abcf	34 4.15 2.05 Ac
Customer acquisition	21 2.38 1.53 fg	17 2.35 1.69 fg	35 2.26 1.58 FG	31 2.65 1.76 g	11 2.55 1.57 f	50 3.32 1.65 abC	18 3.78 1.86 abCd	25 2.36 1.70 gh	16 2.56 1.55 g	39 2.38 1.63 eGh	19 2.00 1.25 eGH	24 3.25 1.73 cd	10 2.70 1.89 f	18 3.72 1.60 abCD	33 3.36 1.82 acD
Customer retention	21 2.33 1.46 f	17 2.18 1.55 f	35 2.31 1.47 f	31 2.55 1.71 f	11 2.55 1.69 f	50 3.14 1.60 bc	19 3.16 1.80 bc	25 2.32 1.63 g	16 2.75 1.65 g	39 2.33 1.47 g	19 1.95 1.22 eGh	24 3.04 1.63 d	10 2.50 2.01 f	18 3.33 1.57 acD	34 3.06 1.72 d
Sales growth	20 2.15 1.46	17 2.24 1.71	35 2.34 1.73	30 2.23 1.41 f	11 2.45 1.75	49 2.96 1.62 d	19 2.89 1.45	24 2.13 1.60 g	16 2.56 1.63	39 2.44 1.80 g	19 1.74 1.15 eGh	23 2.87 1.58 d	9 2.56 1.74	18 3.44 1.58 acD	34 2.59 1.42 d
Stock market returns	21 1.81 1.40	16 1.25 0.77 fg	33 1.48 0.87 f	28 1.46 0.96 f	11 1.91 1.45	49 2.20 1.41 bcd	17 2.06 1.39 b	24 1.83 1.40	16 1.44 0.96 g	38 1.47 0.95 Gh	18 1.56 0.98 g	21 1.81 1.29	10 1.60 1.35	18 2.61 1.65 bCd	31 2.06 1.21 c

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

How diverse is your marketing organization?

Number Mean SD	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
% Female	197	68	61	39	28	79	54	26	22	14
	59.08	57.06	58.62	62.74	59.11	60.57	58.28	59.65	54.55	56.79
	20.93	21.87	22.94	17.77	18.23	23.67	17.50	18.99	21.93	19.88
% Non-white	186	64	58	36	28	74	51	24	21	14
	19.81	18.63	17.88	24.64	20.32	17.91	20.57	18.96	19.52	28.29
	18.35	18.37	17.89	16.71	20.96	18.89	17.10	18.82	16.42	20.51
% Disabled	169	62	51	33	23	71	45	21	18	12
	2.17	2.18	1.67	2.48	2.83	2.17	2.09	2.52	2.00	2.50
	3.94	4.37	3.17	3.47	4.91	4.34	3.16	4.06	4.12	4.52

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

How diverse is your marketing organization?

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
% Female	25 58.28 13.71 g	10 47.90 24.96 g	16 60.63 20.73	6 57.67 12.75	3 70.67 8.14 H	11 46.82 30.27 g	14 69.36 14.64 abfHi	7 52.14 2.67 EGn	18 53.11 26.71 g	2 58.50 26.16	19 60.53 24.99	7 57.14 14.96	37 62.19 19.56	6 65.83 12.81 h	15 62.60 26.20
% Non-white	25 16.04 13.92 H	10 24.50 22.42	16 18.75 12.58 h	6 31.33 33.77	3 23.33 36.17	10 17.50 21.76	14 16.29 23.04	6 34.17 13.20 Aclm	18 18.33 19.93	2 19.00 5.66	19 16.68 20.34	7 12.43 13.71 h	32 20.97 14.12 h	5 17.00 15.65	12 24.58 16.79
% Disabled	22 1.59 3.32 H	7 0.86 1.21 h	13 2.38 3.84	6 4.33 5.16 g	3 1.67 2.89	10 2.50 5.40	13 0.31 0.85 dHo	6 7.50 7.58 AbGiKM	16 2.13 4.19 h	2 2.00 2.83	16 1.19 2.74 H	7 2.43 3.82	32 2.06 3.47 H	5 4.00 6.52	11 2.73 4.10 g

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

Topic 6: Diversity, Equity, and Inclusion in Marketing

How diverse is your marketing organization?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
% Female	22 50.36 32.08	21 54.67 24.89	32 60.66 22.72	35 61.94 18.86	13 63.85 15.57	53 60.74 14.74	18 58.83 10.81	25 48.12 32.95	19 56.32 23.56	38 59.39 22.14	22 64.68 20.32	27 60.15 14.13	15 62.80 10.39	18 61.39 18.06	32 61.38 14.28
% Non-white	18 18.33 21.49	20 16.05 15.56	31 19.42 19.39	35 23.23 23.87	13 29.23 23.43	49 17.92 11.64	17 20.35 14.17	20 15.15 20.27	18 19.89 20.65	38 18.08 17.58	22 19.73 23.02	25 26.44 19.01	15 16.73 10.56	18 19.33 13.31	29 21.31 18.46
% Disabled	15 0.33 1.29 fG	19 1.26 3.16 g	27 1.81 3.83	32 2.34 4.04	12 1.83 3.21	47 2.74 4.34 a	14 4.50 5.29 Ab	18 0.00 0.00	16 1.06 3.02	35 2.80 4.55	19 2.42 4.38	23 2.35 3.55	14 0.93 2.67	17 3.00 4.23	26 3.38 4.79

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

 **Topic 7: Marketing Leadership**

How well aligned are marketing and sales leaders in your company on goals, strategies, and tools/data? (1=Not at all, 7=Very Highly)

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	227	82	68	45	31	88	62	29	28	14
Mean	5.44	5.48	5.32	5.51	5.52	5.34	5.23	5.66	5.71	5.79
SD	1.31	1.33	1.45	1.20	1.12	1.48	1.36	0.94	1.15	0.58

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

 **Topic 7: Marketing Leadership**

How well aligned are marketing and sales leaders in your company on goals, strategies, and tools/data? (1=Not at all, 7=Very Highly)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	28	10	19	7	5	12	15	8	23	2	23	9	43	6	16
Mean	5.18	5.10	5.47	5.43	5.80	6.08	5.00	6.00	5.17	6.00	5.00	4.89	5.88	5.50	5.56
SD	1.39	1.73	1.12	1.27	0.84	0.90	1.77	1.07	1.47	0.00	1.35	1.83	0.98	1.38	0.89
	fm					ak	m		m		fM	m	agiKl		

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

 **Topic 7: Marketing Leadership**

How well aligned are marketing and sales leaders in your company on goals, strategies, and tools/data? (1=Not at all, 7=Very Highly)

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
N	27	22	39	40	15	59	21	31	20	46	27	28	16	20	38
Mean	5.74	5.82	5.28	5.13	5.80	5.54	4.95	5.84	5.55	5.35	5.59	5.43	5.63	5.30	5.05
SD	0.90	1.14	1.36	1.60	0.86	1.22	1.50	0.97	0.76	1.48	1.42	1.48	1.09	1.26	1.43
	g	g					ab	h							a

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

 **Topic 7: Marketing Leadership**

How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data? (1=Not at all, 7=Very Highly)

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
N	226	81	68	45	31	88	61	29	28	14
Mean	5.03	5.11	4.91	4.98	5.16	4.78	4.98	5.48	5.18	5.36
SD	1.46	1.53	1.58	1.36	1.19	1.65	1.44	1.09	1.44	0.84
						c		a		

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

 **Topic 7: Marketing Leadership**

How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data? (1=Not at all, 7=Very Highly)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	28	11	19	7	5	12	14	8	23	2	23	8	43	6	16
Mean	4.68	4.91	5.26	5.43	5.20	5.00	4.71	5.25	5.09	5.00	4.22	4.75	5.58	4.50	5.25
SD	1.36	1.76	1.24	0.79	1.30	1.71	1.49	1.39	1.81	1.41	1.54	1.67	1.35	1.64	0.77
	M		k				m				cMo		AgK		k

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

 **Topic 7: Marketing Leadership**

How well aligned are marketing and finance leaders in your company on goals, strategies, and tools/data? (1=Not at all, 7=Very Highly)

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
N	27	22	39	40	14	60	20	31	20	46	27	28	16	20	37
Mean	5.63	4.95	4.95	4.78	5.21	4.97	4.90	5.81	4.35	5.02	5.37	4.86	5.06	4.40	5.00
SD	1.08	1.53	1.54	1.78	1.12	1.38	1.52	1.08	1.04	1.64	1.50	1.65	1.18	1.43	1.41
df				a				BcefGh	Ad	a	bg	a	a	Ad	a

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

 **Topic 7: Marketing Leadership**

How many years has your company's senior marketing leader served in this role?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
	A	B	C	D	A	B	C	D	E	
N	225	82	67	44	31	88	62	27	29	14
Mean	5.17	5.26	5.44	5.01	4.67	5.00	5.20	5.26	5.58	5.50
SD	4.23	4.72	4.28	3.77	3.52	4.24	4.45	4.02	4.13	4.55

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

 **Topic 7: Marketing Leadership**

How many years has your company's senior marketing leader served in this role?

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	
N		28	11	18	7	5	12	15	8	23	2	23	8	43	6	15
Mean		4.68	5.25	5.03	4.14	5.40	4.58	5.37	9.69	5.16	10.89	5.12	5.50	3.83	4.67	6.97
SD		3.09	5.38	4.50	2.12	5.13	3.20	5.11	6.21	4.03	6.92	4.41	3.51	3.35	4.08	4.44
		Hj		h	hj		hj		AcdfikM	h	adfM	h		HJO		M

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

 **Topic 7: Marketing Leadership**

How many years has your company's senior marketing leader served in this role?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	27	22	38	40	15	58	21	31	20	45	26	29	16	20	37
Mean	6.57	5.16	4.72	4.86	4.60	5.25	4.69	5.95	5.33	5.10	5.38	4.85	4.80	4.45	4.90
SD	5.70	5.05	4.47	3.63	3.29	3.48	4.64	4.88	5.24	4.33	3.64	4.01	3.68	2.95	4.25

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

 **Topic 7: Marketing Leadership**

How many direct and indirect reports (dotted-line) does your senior marketing leader have?

Number Mean SD	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
How many direct reports do you have?	223 7.15 10.60	79 6.24 7.60 D	67 5.07 4.59 D	45 7.15 10.08	31 14.15 20.53 AB	87 5.24 7.38 b	61 9.85 14.15 a	28 8.85 12.20	28 6.79 10.86	14 5.14 2.85
How many indirect reports (dotted-line) reports do you have?	195 38.49 108.87 cDb	71 33.40 98.60 B	57 14.54 21.90	39 61.09 152.65 b	28 68.69 152.34 a	76 24.78 87.85	55 66.59 138.47	23 16.30 22.98	24 57.85 158.80	14 12.07 14.87

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

Topic 7: Marketing Leadership

How many direct and indirect reports (dotted-line) does your senior marketing leader have?

Number Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
How many direct reports do you have?	27 10.21 17.18	11 4.73 4.61 J	19 8.47 14.54	7 6.71 2.69 Jk	5 5.40 1.82 J	12 4.92 2.84 J	14 5.21 2.83 J	8 6.38 2.20 Jk	23 8.69 13.21	2 22.50 4.95 BDEFGHK LMO	23 3.70 2.62 dhJlmn	8 6.13 3.31 Jk	42 5.48 2.62 Jkn	6 14.33 22.62 km	15 5.73 6.44 J	
How many indirect reports (dotted-line) reports do you have?	24 32.83 64.61 h	8 10.75 15.54	18 51.50 138.64	6 146.90 295.16 ikM	4 13.50 14.43	10 46.10 76.51 k	12 26.83 46.94	8 169.68 261.02 aIKM	21 13.81 20.31 dH	1 2.00 ---	20 8.85 11.82 dfH	7 13.00 21.06	38 19.37 25.73 DH	5 17.60 19.65	12 90.45 218.04	

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

Topic 7: Marketing Leadership

How many direct and indirect reports (dotted-line) does your senior marketing leader have?

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
How many direct reports do you have?	26 2.50 1.82 bcdEfG	22 4.32 2.95 ag	39 6.82 10.81 a	39 8.18 10.86 a	15 5.53 2.10 A	58 8.14 11.32 a	20 13.79 18.60 Ab	30 3.10 2.23 CDEfgH	20 3.30 2.72 cdeh	46 5.46 3.93 Abeh	25 5.44 3.44 Ab	29 11.13 16.33 Abc	16 9.49 15.70 a	20 9.20 13.15 a	36 10.74 14.25 Abc
How many indirect reports (dotted-line) reports do you have?	19 2.47 2.48 DEfG	20 20.00 54.14 G	35 13.63 29.78 efG	36 14.81 17.05 AEfG	12 36.75 33.20 AcDg	54 35.31 57.44 acdG	16 229.89 300.36 ABCDeF	23 2.52 2.43 bcDEFgH	18 6.50 8.12 adeFh	39 10.13 13.89 aEFgH	24 18.00 19.56 Abh	25 34.92 45.27 AbCh	15 34.80 36.02 ABC	20 43.85 81.68 ac	30 140.78 240.87 AbCde

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

 **Topic 7: Marketing Leadership**

How well is the role of the senior marketing leader defined in your company?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Ambiguous	23 10.1%	6 7.4%	7 10.3%	8 17.4%	2 6.5%	10 11.4%	7 11.3%	2 6.9%	3 10.7%	0 0.0%
Reasonably defined	108 47.6%	34 42.0%	38 55.9%	21 45.7%	14 45.2%	41 46.6%	29 46.8%	14 48.3%	13 46.4%	10 71.4%
Very clear	96 42.3%	41 50.6%	23 33.8%	17 37.0%	15 48.4%	37 42.0%	26 41.9%	13 44.8%	12 42.9%	4 28.6%

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

Topic 7: Marketing Leadership

How well is the role of the senior marketing leader defined in your company?

N=227

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Ambiguous	3 10.7%	3 27.3% M	4 21.1% m	0 0.0%	0 0.0%	1 8.3%	1 6.7%	0 0.0%	2 8.7%	0 0.0%	5 20.8% m	2 25.0% m	1 2.4% Bckl	0 0.0%	1 6.3%
Reasonably defined	11 39.3%	5 45.5%	10 52.6%	4 57.1%	2 40.0%	6 50.0%	7 46.7%	2 25.0%	13 56.5%	0 0.0%	14 58.3%	5 62.5%	17 40.5%	2 33.3%	10 62.5%
Very clear	14 50.0% k	3 27.3%	5 26.3% hjm	3 42.9%	3 60.0%	5 41.7%	7 46.7%	6 75.0% cKl	8 34.8%	2 100.0% ckl	5 20.8% aHjMn	1 12.5% hjm	24 57.1% cKl	4 66.7% k	5 31.3%

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

Topic 7: Marketing Leadership

How well is the role of the senior marketing leader defined in your company?

N=227

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Ambiguous	4 14.3%	1 4.5%	5 13.2%	6 15.0% f	1 6.7%	2 3.4% d	3 14.3%	3 9.4%	0 0.0%	7 15.2%	2 7.7%	4 14.3%	1 6.3%	1 5.0%	4 10.5%
Reasonably defined	13 46.4%	13 59.1%	18 47.4%	17 42.5%	8 53.3%	29 49.2%	8 38.1%	15 46.9%	15 75.0% DeH	25 54.3% d	7 26.9% BcG	10 35.7% bg	7 43.8%	15 75.0% DeH	14 36.8% BG
Very clear	11 39.3%	8 36.4%	15 39.5%	17 42.5%	6 40.0%	28 47.5%	10 47.6%	14 43.8%	5 25.0% Dh	14 30.4% Dh	17 65.4% BCG	14 50.0% g	8 50.0%	4 20.0% Deh	20 52.6% bcg

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

 **Topic 7: Marketing Leadership**

How often are you/your senior marketing leader asked by the CEO or CFO to participate in board meetings and earnings calls? (1=Never, 7=All the time)

Number Mean SD	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Board meetings										
	221	79	67	43	31	87	61	28	26	14
	4.65	4.54	4.34	5.02	5.16	4.32	4.87	4.54	4.81	5.14
	2.23	2.29	2.29	2.09	2.05	2.39	2.05	1.99	2.50	2.07
Preparation for earnings calls										
	210	76	60	42	31	79	59	28	27	13
	3.71	3.49	3.42	4.24	4.16	3.08	3.88	4.54	4.33	3.77
	2.49	2.53	2.38	2.49	2.57	2.53	2.38	2.15	2.65	2.52
						Cd		A	a	

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

Topic 7: Marketing Leadership

How often are you/your senior marketing leader asked by the CEO or CFO to participate in board meetings and earnings calls? (1=Never, 7=All the time)

Number Mean SD	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Board meetings	27 3.93 2.30 c	10 5.00 2.11	17 5.59 1.50 ahin	7 5.71 2.21	5 3.60 3.13	12 4.75 2.18	15 4.73 2.60	8 3.75 1.91 c	23 4.09 2.31 c	2 4.50 2.12	23 4.65 2.12	8 5.13 2.47	42 5.00 2.19	6 3.67 2.42 c	15 4.67 2.32
Preparation for earnings calls	26 3.08 2.21 Cfo	10 3.80 2.30	17 5.00 2.21 AgIk	7 3.29 2.87	5 3.60 2.79	12 4.83 2.86 ai	15 3.20 2.70 c	8 3.13 2.23	23 2.57 2.17 CfmO	2 2.50 2.12	18 3.11 2.30 c	8 3.88 2.53	38 4.18 2.69 i	6 4.17 2.48	14 4.71 2.37 aI

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

 **Topic 7: Marketing Leadership**

How often are you/your senior marketing leader asked by the CEO or CFO to participate in board meetings and earnings calls?
(1=Never, 7=All the time)

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Board meetings	27	22	36	39	15	57	21	31	19	44	26	27	16	20	37
	4.59	4.82	4.81	4.90	3.87	4.67	4.24	4.68	4.53	4.77	5.31	4.11	4.63	3.95	4.78
	2.34	2.32	2.36	2.19	2.75	2.09	2.12	2.29	2.41	2.29	1.98	2.55	2.06	2.37	1.95
											g			d	
Preparation for earnings calls	25	21	34	35	14	56	21	28	18	44	23	27	13	20	36
	3.72	3.95	3.68	3.80	3.00	3.73	3.76	3.68	3.33	4.07	3.87	3.67	3.08	3.15	3.86
	2.41	2.75	2.46	2.69	2.57	2.48	2.39	2.44	2.66	2.56	2.55	2.42	2.78	2.52	2.36

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

 **Topic 7: Marketing Leadership**

Which of the following marketing leadership activities does your senior marketing leader find challenging to implement on a regular basis? (Check all that are challenging)

N=214	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Demonstrating the impact of marketing actions on financial outcomes	61.2%	64.9%	67.7% c	47.7% b	56.7%	69.5%	55.7%	55.6%	53.8%	57.1%
Communicating the role of the brand in business decisions	45.3%	44.6%	49.2%	45.5%	36.7%	43.9%	52.5% d	55.6% d	23.1% bc	42.9%
Focusing data and analytics on the most important marketing problems	41.6%	36.5%	44.6%	45.5%	40.0%	42.7%	41.0%	33.3%	50.0%	42.9%
Securing cross-functional support for new marketing investments	40.7%	44.6%	33.8%	43.2%	40.0%	47.6% E	39.3% e	40.7% e	42.3% e	7.1% Abcd
Leveraging technology to improve customer value	36.9%	41.9% b	24.6% ac	45.5% b	36.7%	34.1%	41.0%	37.0%	42.3%	28.6%
Infusing customer's point of view in business decisions	28.0%	24.3%	32.3%	27.3%	30.0%	25.6%	24.6%	40.7%	23.1%	42.9%
Linking marketing investments to important business objectives	26.2%	21.6% b	40.0% aC	13.6% B	26.7%	30.5% c	26.2% c	7.4% abd	34.6% c	28.6%
Using business terminology that resonates outside of the marketing function	15.4%	18.9%	12.3%	13.6%	16.7%	15.9%	16.4%	14.8%	15.4%	7.1%

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

Topic 7: Marketing Leadership

Which of the following marketing leadership activities does your senior marketing leader find challenging to implement on a regular basis? (Check all that are challenging)

N=214

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Demonstrating the impact of marketing actions on financial outcomes	69.2% o	50.0% k	55.6% k	57.1%	60.0%	72.7% o	66.7% o	42.9% k	72.7% O	50.0%	87.0% bchMO	71.4%	53.8% K	50.0%	26.7% afgIK
Communicating the role of the brand in business decisions	61.5% hi	40.0%	38.9%	28.6%	20.0%	36.4%	33.3%	14.3% am	31.8% am	0.0%	52.2%	57.1%	61.5% hin	16.7% m	60.0%
Focusing data and analytics on the most important marketing problems	53.8%	20.0%	50.0%	71.4% f	20.0%	18.2% d	40.0%	42.9%	36.4%	50.0%	43.5%	57.1%	35.9%	66.7%	40.0%
Leveraging technology to improve customer value	46.2%	20.0%	38.9%	42.9%	0.0%	45.5%	33.3%	57.1%	50.0%	0.0%	30.4%	28.6%	25.6%	50.0%	46.7%
Linking marketing investments to important business objectives	34.6%	70.0% CdefhiMn O	11.1% BgK	0.0% bgk	0.0% bk	18.2% b	46.7% cdhmo	0.0% bgk	27.3% b	0.0%	52.2% CdehMnO	42.9%	17.9% BgK	0.0% bk	6.7% BgK
Securing cross-functional support for new marketing investments	23.1% eGm	40.0%	33.3%	42.9%	80.0% a	36.4%	66.7% A	42.9%	36.4%	0.0%	39.1%	57.1%	48.7% a	33.3%	33.3%
Infusing customer's point of view in business decisions	19.2% d	10.0% d	27.8%	71.4% abefghi	0.0% d	18.2% d	20.0% d	0.0% d	27.3% d	50.0%	34.8%	28.6%	38.5%	33.3%	33.3%
Using business terminology that resonates outside of the marketing function	11.5%	10.0%	11.1%	42.9%	20.0%	27.3%	6.7%	28.6%	18.2%	0.0%	13.0%	28.6%	15.4%	0.0%	13.3%

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



Topic 7: Marketing Leadership

Which of the following marketing leadership activities does your senior marketing leader find challenging to implement on a regular basis? (Check all that are challenging)

N=214

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Demonstrating the impact of marketing actions on financial outcomes	64.0%	52.4% c	80.0% bfg	60.0%	60.0%	58.9% c	47.4% c	75.0% h	61.1%	63.6%	53.8%	60.7%	60.0%	70.0%	47.1% a
Linking marketing investments to important business objectives	48.0% befg	19.0% a	34.3% e	27.5%	6.7% ac	23.2% a	15.8% a	39.3%	33.3%	27.3%	23.1%	28.6%	13.3%	20.0%	17.6%
Securing cross-functional support for new marketing investments	44.0%	33.3%	31.4% d	55.0% c	33.3%	35.7%	52.6%	35.7%	33.3%	43.2%	34.6%	46.4%	33.3%	35.0%	50.0%
Communicating the role of the brand in business decisions	36.0%	28.6% f	37.1%	45.0%	40.0%	57.1% b	57.9%	28.6% h	33.3%	43.2%	42.3%	50.0%	46.7%	50.0%	61.8% a
Infusing customer's point of view in business decisions	32.0%	33.3%	25.7%	30.0%	33.3%	25.0%	26.3%	35.7%	33.3%	25.0%	26.9%	25.0%	40.0%	30.0%	17.6%
Focusing data and analytics on the most important marketing problems	28.0% e	47.6%	40.0%	42.5%	66.7% ag	44.6%	26.3% e	32.1%	44.4%	43.2%	50.0%	42.9%	33.3%	55.0%	35.3%
Leveraging technology to improve customer value	24.0%	28.6%	37.1%	47.5%	33.3%	39.3%	42.1%	25.0%	44.4%	38.6%	26.9%	42.9%	40.0%	50.0%	35.3%
Using business terminology that resonates outside of the marketing function	8.0%	19.0%	17.1%	22.5%	13.3%	10.7%	15.8%	14.3%	22.2%	18.2%	23.1%	10.7%	13.3%	10.0%	11.8%

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

 **Topic 7: Marketing Leadership**

Rate whether marketing feels increasing pressure from the following leaders to prove the value of marketing.

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
<u>CEO</u>										
Yes	113 51.1%	42 55.3%	33 49.3%	24 52.2%	14 45.2%	41 48.2%	33 54.1%	17 58.6%	11 40.7%	9 64.3%
No	108 48.9%	34 44.7%	34 50.7%	22 47.8%	17 54.8%	44 51.8%	28 45.9%	12 41.4%	16 59.3%	5 35.7%
<u>Board</u>										
Yes	71 32.9%	20 26.3%	21 32.3%	22 50.0%	8 26.7%	28 33.3%	19 31.7%	7 25.0%	10 40.0%	6 42.9%
No	145 67.1%	56 73.7%	44 67.7%	22 50.0%	22 73.3%	56 66.7%	41 68.3%	21 75.0%	15 60.0%	8 57.1%
<u>CFO</u>										
Yes	114 51.8%	34 44.7%	33 49.3%	27 60.0%	19 61.3%	38 44.7%	34 55.7%	20 69.0%	12 46.2%	7 50.0%
No	106 48.2%	42 55.3%	34 50.7%	18 40.0%	12 38.7%	47 55.3%	27 44.3%	9 31.0%	14 53.8%	7 50.0%

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

 **Topic 7: Marketing Leadership**

Rate whether marketing feels increasing pressure from the following leaders to prove the value of marketing.

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
<u>CEO</u>															
Yes	12 44.4%	7 63.6%	8 42.1%	5 71.4%	2 40.0%	4 33.3% h	6 40.0%	6 85.7% fn	13 59.1%	0 0.0%	14 60.9%	4 50.0%	23 57.5%	1 16.7% h	8 50.0%
No	15 55.6%	4 36.4%	11 57.9%	2 28.6%	3 60.0%	8 66.7% h	9 60.0%	1 14.3% fn	9 40.9%	2 100.0%	9 39.1%	4 50.0%	17 42.5%	5 83.3% h	8 50.0%
<u>Board</u>															
Yes	10 37.0%	4 40.0%	6 33.3%	3 42.9%	2 40.0%	2 16.7%	3 20.0%	2 28.6%	8 36.4%	0 0.0%	7 33.3%	3 37.5%	14 35.0%	2 33.3%	5 33.3%
No	17 63.0%	6 60.0%	12 66.7%	4 57.1%	3 60.0%	10 83.3%	12 80.0%	5 71.4%	14 63.6%	2 100.0%	14 66.7%	5 62.5%	26 65.0%	4 66.7%	10 66.7%
<u>CFO</u>															
Yes	11 40.7%	5 45.5%	11 57.9%	5 71.4%	2 40.0%	3 27.3%	10 66.7%	4 57.1%	9 40.9%	0 0.0%	13 56.5%	5 62.5%	24 60.0%	3 50.0%	9 56.3%
No	16 59.3%	6 54.5%	8 42.1%	2 28.6%	3 60.0%	8 72.7%	5 33.3%	3 42.9%	13 59.1%	2 100.0%	10 43.5%	3 37.5%	16 40.0%	3 50.0%	7 43.8%

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

 **Topic 7: Marketing Leadership**

Rate whether marketing feels increasing pressure from the following leaders to prove the value of marketing.

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
CEO															
Yes	10 40.0% g	9 40.9% g	18 47.4% g	20 50.0% g	9 60.0% g	31 52.5% g	15 78.9% abcdf	14 48.3% g	7 35.0% h	24 53.3% g	15 55.6% g	12 42.9% g	7 46.7% g	11 55.0% g	23 63.9% b
No	15 60.0% g	13 59.1% g	20 52.6% g	20 50.0% g	6 40.0% g	28 47.5% g	4 21.1% abcdf	15 51.7% g	13 65.0% h	21 46.7% g	12 44.4% g	16 57.1% g	8 53.3% g	9 45.0% g	13 36.1% b
Board															
Yes	9 36.0% g	7 33.3% g	12 32.4% g	15 39.5% g	5 33.3% g	14 24.1% g	9 47.4% g	12 41.4% g	3 15.8% g	17 39.5% g	10 38.5% g	8 28.6% g	5 33.3% g	4 20.0% g	12 34.3% g
No	16 64.0% g	14 66.7% g	25 67.6% g	23 60.5% g	10 66.7% g	44 75.9% g	10 52.6% g	17 58.6% g	16 84.2% g	26 60.5% g	16 61.5% g	20 71.4% g	10 66.7% g	16 80.0% g	23 65.7% g
CFO															
Yes	9 36.0% G	12 57.1% G	16 42.1% G	20 50.0% g	7 46.7% g	33 55.9% g	16 84.2% ACdef	12 41.4% g	8 42.1% g	24 53.3% g	13 48.1% g	15 53.6% g	6 40.0% g	14 70.0% g	22 61.1% g
No	16 64.0% G	9 42.9% G	22 57.9% G	20 50.0% g	8 53.3% g	26 44.1% g	3 15.8% ACdef	17 58.6% g	11 57.9% g	21 46.7% g	14 51.9% g	13 46.4% g	9 60.0% g	6 30.0% g	14 38.9% g

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

 **Topic 7: Marketing Leadership**

Has your brand taken public action for or against any of the following social issues?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
LGBTQ+ equality	82 59.0%	31 67.4%	23 60.5%	16 53.3%	12 48.0%	30 62.5%	20 52.6%	14 56.0%	11 57.9%	4 66.7%
Covid-19 safeguards (e.g., masks, social distancing)	81 58.3%	27 58.7%	18 47.4% d	16 53.3% d	20 80.0% bc	26 54.2%	26 68.4%	15 60.0%	11 57.9%	2 33.3%
Racial equality	74 53.2%	27 58.7% d	25 65.8% D	15 50.0%	7 28.0% aB	26 54.2%	20 52.6%	13 52.0%	8 42.1%	5 83.3%
Gender equality	69 49.6%	26 56.5%	19 50.0%	16 53.3%	8 32.0%	21 43.8%	22 57.9%	13 52.0%	9 47.4%	2 33.3%
Climate-related issues	59 42.4%	21 45.7%	13 34.2%	13 43.3%	12 48.0%	17 35.4% c	18 47.4%	15 60.0% ad	5 26.3% c	2 33.3%
Economic equality	33 23.7%	11 23.9%	9 23.7%	7 23.3%	6 24.0%	10 20.8%	12 31.6%	4 16.0%	5 26.3%	1 16.7%
Education	32 23.0%	14 30.4%	6 15.8%	7 23.3%	5 20.0%	13 27.1%	9 23.7%	6 24.0%	2 10.5%	1 16.7%
Healthcare	23 16.5%	12 26.1% b	3 7.9% a	3 10.0%	5 20.0%	12 25.0%	7 18.4%	3 12.0%	1 5.3%	0 0.0%
Abortion	8 5.8%	5 10.9%	2 5.3%	0 0.0%	1 4.0%	4 8.3%	1 2.6%	0 0.0% d	3 15.8% c	0 0.0%
Immigration	7 5.0%	5 10.9%	1 2.6%	0 0.0%	1 4.0%	2 4.2%	3 7.9%	0 0.0% e	1 5.3%	1 16.7% c
Firearms	5 3.6%	2 4.3%	2 5.3%	0 0.0%	1 4.0%	1 2.1% d	1 2.6%	0 0.0% d	3 15.8% ac	0 0.0%

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



Topic 7: Marketing Leadership

Has your brand taken public action for or against any of the following social issues?

N=139

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
LGBTQ+ equality	14 66.7% Bf	1 11.1% AdhKLMo	5 45.5% M	3 75.0% b	1 33.3% m	2 22.2% ahklM	5 41.7% M	4 100.0% bf	6 42.9% M	1 100.0%	9 81.8% Bfn	6 85.7% Bf	19 90.5% BCeFGIN	0 0.0% kM	6 60.0% b
Covid-19 safeguards (e.g., masks, social distancing)	12 57.1%	5 55.6%	5 45.5%	4 100.0%	1 33.3%	4 44.4%	9 75.0%	3 75.0%	10 71.4%	0 0.0%	7 63.6%	3 42.9%	10 47.6%	1 50.0%	7 70.0%
Racial equality	10 47.6% m	2 22.2% hM	4 36.4% hm	1 25.0% m	1 33.3%	3 33.3% hm	5 41.7% m	4 100.0% bcf	6 42.9% m	1 100.0%	7 63.6%	5 71.4%	17 81.0% aBcdfgi	1 50.0%	7 70.0%
Gender equality	12 57.1% b	1 11.1% ahMo	6 54.5%	1 25.0%	1 33.3%	2 22.2% hM	5 41.7%	4 100.0% bfil	5 35.7% hm	1 100.0%	6 54.5%	2 28.6% hm	16 76.2% BFil	1 50.0%	6 60.0% b
Climate-related issues	11 52.4% b	0 0.0% acdFhjlNo	5 45.5% b	2 50.0% b	1 33.3%	6 66.7% Bk	4 33.3%	3 75.0% b	5 35.7%	1 100.0% b	2 18.2% fn	4 57.1% b	7 33.3%	2 100.0% Bk	6 60.0% b
Economic equality	8 38.1% b	0 0.0% ahjo	3 27.3%	1 25.0%	1 33.3%	1 11.1% h	2 16.7% h	3 75.0% bfgim	2 14.3% h	1 100.0% bm	2 18.2%	1 14.3%	3 14.3% hj	1 50.0%	4 40.0% b
Education	6 28.6% e	2 22.2% e	2 18.2% e	0 0.0% e	3 100.0% abcdGiklm	2 22.2% e	1 8.3% E	1 25.0%	4 28.6% e	0 0.0%	2 18.2% e	1 14.3% e	5 23.8% e	0 0.0%	3 30.0%
Healthcare	2 9.5% G	0 0.0% Gh	2 18.2% g	0 0.0% g	0 0.0% g	0 0.0% Gh	9 75.0% ABcdeFiKL	2 50.0% bfk	3 21.4% g	0 0.0%	0 0.0% Ghn	0 0.0% G	2 9.5% G	1 50.0% k	2 20.0% g
Abortion	1 4.8%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	4 19.0%	0 0.0%	0 0.0%
Immigration	2 9.5%	2 22.2%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%
Firearms	2 9.5%	2 22.2% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0% b	0 0.0%	0 0.0%
Significance Tests Between Columns:	Lower case: p<.05		Upper case: p<.01												

Topic 7: Marketing Leadership

Has your brand taken public action for or against any of the following social issues?

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
LGBTQ+ equality	3 30.0% eg	5 50.0%	15 68.2%	10 45.5%	8 80.0% a	26 59.1%	14 70.0% a	5 45.5%	6 60.0%	14 56.0%	8 61.5%	10 52.6%	6 50.0%	12 70.6%	21 65.6%
Covid-19 safeguards (e.g., masks, social distancing)	4 40.0% c	6 60.0%	17 77.3% ae	12 54.5%	4 40.0% c	23 52.3%	15 75.0%	6 54.5%	7 70.0%	15 60.0%	8 61.5%	7 36.8% h	6 50.0%	9 52.9%	23 71.9% e
Racial equality	4 40.0% g	5 50.0%	12 54.5%	8 36.4% G	6 60.0%	22 50.0% g	16 80.0% aDf	5 45.5%	6 60.0%	14 56.0%	6 46.2%	7 36.8% h	6 50.0%	8 47.1%	22 68.8% e
Gender equality	2 20.0% efg	4 40.0%	10 45.5%	6 27.3% efG	7 70.0% ad	25 56.8% ad	14 70.0% aD	4 36.4%	5 50.0%	11 44.0%	3 23.1% gh	7 36.8%	7 58.3%	11 64.7% d	21 65.6% d
Climate-related issues	2 20.0% g	2 20.0% g	10 45.5%	8 36.4%	3 30.0%	21 47.7%	12 60.0% ab	3 27.3% h	4 40.0%	11 44.0%	2 15.4% H	8 42.1%	3 25.0% h	7 41.2%	21 65.6% aDf
Economic equality	2 20.0%	2 20.0%	9 40.9% dF	3 13.6% cG	2 20.0%	4 9.1% CG	11 55.0% DF	5 45.5% de	5 50.0% DEg	5 20.0%	0 0.0% aBH	1 5.3% aBH	2 16.7%	2 11.8% bh	13 40.6% DEg
Education	1 10.0%	2 20.0%	6 27.3%	5 22.7%	2 20.0%	8 18.2%	8 40.0%	1 9.1%	3 30.0%	7 28.0%	2 15.4%	5 26.3%	1 8.3%	4 23.5%	9 28.1%
Healthcare	0 0.0% g	0 0.0% g	7 31.8% F	5 22.7% f	1 10.0%	2 4.5% CdG	8 40.0% abF	2 18.2%	1 10.0%	5 20.0%	3 23.1%	1 5.3%	0 0.0% h	2 11.8%	9 28.1% f
Abortion	2 20.0% f	1 10.0%	1 4.5%	1 4.5%	0 0.0%	1 2.3% a	2 10.0%	2 18.2% c	2 20.0% c	0 0.0% ab	1 7.7%	0 0.0%	0 0.0%	1 5.9%	2 6.3%
Immigration	1 10.0%	0 0.0%	1 4.5%	1 4.5%	0 0.0%	1 2.3%	3 15.0%	0 0.0%	1 10.0%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	3 9.4%
Firearms	2 20.0% Fg	0 0.0%	1 4.5%	2 9.1% f	0 0.0%	0 0.0% Ad	0 0.0% a	3 27.3% cegH	1 10.0%	1 4.0% a	0 0.0%	0 0.0% a	0 0.0%	0 0.0% a	0 0.0% A
Significance Tests Between Columns:	Lower case: p<.05		Upper case: p<.01												

 **Topic 8: Marketing Organization**

Where is marketing located in your firm?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Corporate	176 86.7%	59 81.9% c	52 83.9%	39 95.1% a	26 92.9%	65 84.4%	52 89.7%	20 80.0%	22 88.0%	13 100.0%
Business unit level	58 28.6%	25 34.7%	19 30.6%	9 22.0%	5 17.9%	22 28.6% e	21 36.2% e	10 40.0% e	4 16.0%	0 0.0% abc
Brand or product level	28 13.8%	8 11.1% c	6 9.7% c	12 29.3% abd	2 7.1% c	11 14.3%	7 12.1%	6 24.0%	3 12.0%	1 7.7%
Field offices	16 7.9%	5 6.9%	5 8.1%	4 9.8%	2 7.1%	6 7.8%	5 8.6%	3 12.0%	2 8.0%	0 0.0%

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

Topic 8: Marketing Organization

Where is marketing located in your firm?

N=203

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Corporate	20 80.0%	10 90.9%	17 89.5%	7 100.0%	4 100.0%	9 81.8%	10 66.7% m	5 71.4%	15 88.2%	1 50.0%	18 90.0%	7 87.5%	32 91.4% g	6 100.0%	14 93.3%
Business unit level	9 36.0%	2 18.2%	7 36.8%	1 14.3%	0 0.0%	3 27.3%	6 40.0%	2 28.6%	9 52.9% m	1 50.0%	5 25.0%	2 25.0%	7 20.0% i	1 16.7%	3 20.0%
Brand or product level	1 4.0% Ci	2 18.2%	10 52.6% AdfgKMnO	0 0.0% c	0 0.0%	1 9.1% c	2 13.3% c	1 14.3%	5 29.4% ak	0 0.0%	0 0.0% Ci	2 25.0% k	3 8.6% C	0 0.0% c	1 6.7% C
Field offices	0 0.0% b	2 18.2% a	2 10.5%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	2 11.8%	0 0.0%	0 0.0%	1 12.5%	5 14.3%	0 0.0%	2 13.3%

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

 **Topic 8: Marketing Organization**

Where is marketing located in your firm?

N=203

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Corporate	19 82.6%	15 83.3%	29 85.3%	33 86.8%	14 100.0%	50 90.9%	15 78.9%	22 84.6%	13 81.3%	35 85.4%	21 87.5%	24 88.9%	13 92.9%	18 94.7%	29 82.9%
Business unit level	3 13.0% G	3 16.7% G	11 32.4% g	12 31.6% g	3 21.4% g	14 25.5% G	12 63.2% ABcdeF	3 11.5% H	4 25.0% h	11 26.8% h	6 25.0% h	7 25.9% h	4 28.6%	5 26.3%	18 51.4% Acde
Brand or product level	1 4.3%	1 5.6%	5 14.7%	6 15.8%	3 21.4%	7 12.7%	4 21.1%	2 7.7%	0 0.0%	8 19.5%	5 20.8%	3 11.1%	2 14.3%	3 15.8%	5 14.3%
Field offices	1 4.3%	0 0.0%	2 5.9%	4 10.5%	2 14.3%	4 7.3%	3 15.8%	1 3.8%	0 0.0%	3 7.3%	2 8.3%	3 11.1%	1 7.1%	2 10.5%	4 11.4%

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



Topic 8: Marketing Organization

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

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Sales is in charge of marketing	13 6.5%	8 11.3%	5 8.2%	0 0.0%	0 0.0%	4 5.3%	6 10.7%	0 0.0%	2 8.0%	0 0.0%
Sales is within the marketing function	12 6.0%	2 2.8%	4 6.6%	4 10.0%	2 7.1%	3 3.9%	2 3.6%	3 12.0%	2 8.0%	2 15.4%
Sales and marketing work together on an equal level	153 76.5%	59 83.1%	45 73.8%	32 80.0%	17 60.7%	59 77.6%	41 73.2%	21 84.0%	20 80.0%	8 61.5%
We don't have a sales function	22 11.0%	2 2.8%	7 11.5%	4 10.0%	9 32.1%	10 13.2%	7 12.5%	1 4.0%	1 4.0%	3 23.1%
We have a sales function, but not a marketing function	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 8: Marketing Organization

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

N=200

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Sales is in charge of marketing	2 8.0% i	0 0.0% i	1 5.3% i	0 0.0%	0 0.0%	0 0.0% i	1 6.7%	0 0.0%	5 33.3% abcfMo	0 0.0%	2 10.5%	1 14.3%	1 2.8% I	0 0.0%	0 0.0% i
Sales is within the marketing function	0 0.0% bo	2 18.2% a	2 10.5%	1 14.3%	0 0.0%	1 9.1%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0% o	0 0.0%	2 5.6%	0 0.0%	3 20.0% ak
Sales and marketing work together on an equal level	21 84.0% D	8 72.7% d	15 78.9% D AbCefHikM	1 14.3% no	4 100.0% d	9 81.8% d	9 60.0% M	7 100.0% D	10 66.7% dm	1 50.0%	14 73.7% d	5 71.4%	33 91.7% DGio	5 83.3% d	10 66.7% dm
We don't have a sales function	2 8.0% D	1 9.1% d	1 5.3% D AbCefHikM	5 71.4% o	0 0.0% d	1 9.1% d	4 26.7% iM	0 0.0% d	0 0.0% Dgj	1 50.0% iM	3 15.8% dm	1 14.3% m	0 0.0% DGJkln	1 16.7% m	2 13.3% dm
We have a sales function, but not a marketing function	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 8: Marketing Organization

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

N=200

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Sales is in charge of marketing	4 17.4% f	0 0.0%	3 9.1%	2 5.3%	2 14.3% f	1 1.8% ae	1 5.9%	5 19.2% g	1 6.3%	2 5.0%	1 4.2%	1 3.7%	1 7.1%	0 0.0% a	2 6.1%
Sales is within the marketing function	1 4.3%	1 5.6%	3 9.1%	0 0.0% e	2 14.3% d	5 9.1%	0 0.0%	3 11.5%	1 6.3%	1 2.5%	1 4.2%	2 7.4%	0 0.0%	2 10.5%	2 6.1%
Sales and marketing work together on an equal level	17 73.9%	15 83.3%	22 66.7%	32 84.2%	9 64.3%	42 76.4%	14 82.4%	16 61.5% cdf	10 62.5%	34 85.0% a	21 87.5% a	21 77.8%	13 92.9% a	13 68.4%	24 72.7%
We don't have a sales function	1 4.3%	2 11.1%	5 15.2%	4 10.5%	1 7.1%	7 12.7%	2 11.8%	2 7.7%	4 25.0%	3 7.5%	1 4.2%	3 11.1%	0 0.0%	4 21.1%	5 15.2%
We have a sales function, but not a marketing function	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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



Topic 8: Marketing Organization

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

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Product/ service groups	157 78.9%	49 70.0% C	45 73.8% C	39 95.1% AB	24 88.9%	57 74.0%	48 84.2%	20 83.3%	18 75.0%	10 76.9%
Customer groups	42 21.1%	21 30.0% C	16 26.2% C	2 4.9% AB	3 11.1%	20 26.0%	9 15.8%	4 16.7%	6 25.0%	3 23.1%

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

Topic 8: Marketing Organization

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

N=199

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Product/ service groups	19 76.0%	10 90.9%	17 89.5%	6 100.0%	4 100.0%	9 81.8%	9 60.0%	6 85.7%	12 70.6%	2 100.0%	14 73.7%	6 85.7%	24 70.6%	5 83.3%	14 93.3%
Customer groups	6 24.0%	1 9.1%	2 10.5%	0 0.0%	0 0.0%	2 18.2%	6 40.0%	1 14.3%	5 29.4%	0 0.0%	5 26.3%	1 14.3%	10 29.4%	1 16.7%	1 6.7%

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

 **Topic 8: Marketing Organization**

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

N=199

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Product/ service groups	16 69.6%	12 70.6%	24 70.6%	29 78.4%	10 76.9%	47 87.0%	17 89.5%	19 73.1%	11 73.3%	30 73.2%	17 73.9%	22 84.6%	12 85.7%	14 77.8%	32 91.4%
Customer groups	7 30.4%	5 29.4%	10 29.4%	8 21.6%	3 23.1%	7 13.0%	2 10.5%	7 26.9%	4 26.7%	11 26.8%	6 26.1%	4 15.4%	2 14.3%	4 22.2%	3 8.6%

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



Topic 8: Marketing Organization

Rate the extent to which your company engages in the following customer information collection, sharing, and use behaviors. (1=Not at all, 7=All the time)

Information about customers:

Number Mean SD	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
Is collected on a regular basis										
	196	68	61	39	28	75	57	24	24	13
	5.10	4.87	4.75	5.62	5.71	4.75	5.19	5.67	5.38	4.92
	1.71	1.68	1.84	1.57	1.38	1.75	1.65	1.55	1.74	1.80
		cd	cd	ab	ab	c		a		
Is shared vertically across different levels of the firm and business units										
	196	68	61	39	28	75	57	24	24	13
	4.69	4.71	4.39	4.82	5.14	4.43	4.70	5.00	5.08	4.69
	1.79	1.79	1.89	1.62	1.78	1.92	1.77	1.64	1.69	1.65
Is shared horizontally across different functions and business units										
	194	67	61	39	27	74	56	24	24	13
	4.73	4.72	4.48	4.77	5.26	4.54	4.68	4.96	4.96	4.92
	1.72	1.83	1.67	1.58	1.68	1.74	1.82	1.60	1.65	1.66
			d		b					
Shapes the design of firm strategies										
	194	67	61	39	27	74	56	24	24	13
	4.80	4.78	4.61	4.95	5.07	4.50	4.77	5.33	5.08	4.92
	1.67	1.82	1.60	1.69	1.47	1.82	1.69	1.27	1.59	1.44
						c		a		
Influences the implementation of firm strategies										
	194	67	61	39	27	74	56	24	24	13
	4.99	4.99	4.84	5.10	5.22	4.74	5.00	5.50	5.25	4.77
	1.58	1.69	1.57	1.59	1.28	1.66	1.67	1.32	1.36	1.36
						c		a		
Impacts the evaluation of firm strategies										
	193	67	61	38	27	74	56	24	23	13
	4.97	4.91	4.87	5.11	5.19	4.64	5.00	5.42	5.48	4.85
	1.60	1.70	1.60	1.59	1.39	1.68	1.65	1.56	1.16	1.41
						cd		a	a	

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



Topic 8: Marketing Organization

Rate the extent to which your company engages in the following customer information collection, sharing, and use behaviors. (1=Not at all, 7=All the time)

Information about customers:

Number Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Is collected on a regular basis	23 4.65 1.85 hm	10 4.60 1.78 hm	18 5.56 1.54 ei	7 5.43 0.98 h	3 3.33 2.31 chMo	11 5.18 1.66	15 4.67 2.29	6 6.50 0.55 abdeljk	17 4.29 1.76 cHMo	2 4.50 2.12	20 4.80 1.64 hm	7 4.86 1.77	35 5.57 1.20 abEIk	6 6.00 2.45	15 5.73 1.58 ei
Is shared vertically across different levels of the firm and business units	23 4.04 1.77 chm	10 4.70 2.21	18 5.17 1.69 a	7 4.71 0.76	3 4.00 1.73	11 4.18 1.99	15 4.33 2.23	6 5.67 1.51 a	17 4.12 1.76 m	2 4.00 0.00	20 4.55 1.82	7 4.86 2.12	35 5.11 1.59 ai	6 5.67 2.34	15 5.13 1.55
Is shared horizontally across different functions and business units	23 4.00 1.76 hMo	10 4.50 2.12	18 4.94 1.80	6 4.83 1.17	3 4.00 1.73	11 4.91 1.81	15 4.07 2.31 m	6 5.67 1.51 a	17 4.18 1.59 m	2 4.00 0.00	20 4.80 1.32	7 4.71 1.89	34 5.29 1.40 Agi	6 5.17 2.40	15 5.20 1.57 a
Shapes the design of firm strategies	23 4.17 1.67 chm	10 4.90 1.60	18 5.39 1.58 ai	6 5.33 1.37	3 4.00 1.73	11 5.09 1.38	15 4.53 2.13	6 5.67 0.82 a	17 4.24 1.71 c	2 5.50 0.71	20 4.45 1.70	7 4.29 1.89	34 5.12 1.63 a	6 4.83 1.94	15 5.20 1.70
Influences the implementation of firm strategies	23 4.30 1.72 chM	10 5.00 1.70	18 5.39 1.61 a	6 4.83 1.17	3 4.33 1.53	11 5.36 1.36	15 4.87 2.03	6 6.00 0.89 ai	17 4.53 1.50 hm	2 5.00 0.00	20 4.85 1.63	7 4.71 1.25	34 5.44 1.46 Ai	6 5.00 1.90	15 5.07 1.53
Impacts the evaluation of firm strategies	23 4.26 1.74 hm	9 5.44 1.81	18 5.33 1.81	6 4.67 1.51	3 4.33 1.53	11 5.18 1.60	15 4.87 2.10	6 5.83 0.75 a	17 4.59 1.66	2 5.50 0.71	20 5.05 1.50	7 4.43 1.62	34 5.32 1.32 a	6 5.00 1.67	15 4.93 1.44

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



Topic 8: Marketing Organization

Rate the extent to which your company engages in the following customer information collection, sharing, and use behaviors. (1=Not at all, 7=All the time)

Information about customers:

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Is collected on a regular basis	23	18	32	36	14	54	17	26	15	38	23	27	14	19	33
	4.96	4.78	4.44	5.28	5.00	5.48	5.53	4.92	4.53	4.76	5.22	5.30	4.86	5.21	5.73
	1.72	1.86	1.87	1.58	1.30	1.58	1.91	1.67	1.92	1.95	1.68	1.59	1.35	1.55	1.64
			dF	c		C			h	h					bc
Is shared vertically across different levels of the firm and business units	23	18	32	36	14	54	17	26	15	38	23	27	14	19	33
	5.00	4.72	4.16	4.81	4.93	4.80	4.71	4.77	4.60	4.47	4.78	4.96	4.43	4.32	4.91
	1.73	2.22	1.94	1.70	1.59	1.62	2.02	1.58	2.13	2.00	1.86	1.53	2.14	1.45	1.79
Is shared horizontally across different functions and business units	22	18	32	36	13	54	17	25	15	38	23	27	14	18	33
	4.95	5.28	4.25	4.64	5.08	4.70	4.88	4.64	5.00	4.61	4.61	4.74	4.57	4.44	5.03
	1.70	1.67	1.78	1.74	1.12	1.73	1.90	1.73	1.96	1.82	1.70	1.61	1.83	1.38	1.78
Shapes the design of firm strategies	22	18	32	36	13	54	17	25	15	38	23	27	14	18	33
	5.45	4.89	4.69	4.78	4.31	4.76	4.76	5.32	4.93	4.71	4.78	4.70	3.86	4.61	4.97
	1.26	1.60	1.94	1.53	1.75	1.69	1.86	1.52	1.49	1.86	1.76	1.49	1.61	1.54	1.78
	e				a			F					Ah		f
Influences the implementation of firm strategies	22	18	32	36	13	54	17	25	15	38	23	27	14	18	33
	5.64	5.11	4.69	5.08	5.00	4.91	4.88	5.40	4.93	4.89	5.00	5.07	4.14	4.78	5.18
	1.14	1.57	1.77	1.44	1.41	1.59	1.93	1.50	1.49	1.69	1.62	1.41	1.41	1.35	1.78
	c		a					f					a		
Impacts the evaluation of firm strategies	22	18	32	36	13	53	17	25	15	38	23	26	14	18	33
	5.73	4.94	4.91	4.94	4.69	4.94	4.76	5.48	5.27	4.95	4.96	4.96	4.00	4.78	4.97
	1.16	2.01	1.78	1.43	1.55	1.45	1.95	1.50	1.49	1.84	1.64	1.37	1.36	1.48	1.65
	def			a	a	a		F	f			f	Abe		

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

 **Topic 9: Marketing Jobs**

How many employees/marketing employees are in your company?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Number of employees	217	76	66	44	30	85	60	27	26	14
Mean	7533	6034	6124	10674	10073	5285	14204	10419	1473	384
SD	22022	13638	21014	34832	17555	16592	25128	38682	3201	517
Median	625	700	350	500	4000	550	3500	700	200	200
						b	ade		b	b
Number of marketing employees	216	76	65	44	30	85	60	27	25	14
Mean	112	74	63	198	193	70	176	154	107	45
SD	338	172	258	502	472	241	440	389	396	66
Median	17	20	11	25	50	10	35	25	15	20

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

Topic 9: Marketing Jobs

How many employees/marketing employees are in your company?

Number Mean SD Median	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Number of employees	27 4892 10217 450 n	10 376 651 80	19 4387 11611 325	7 9206 14627 4250	4 423 474 400	12 5124 9088 1000	15 10943 20964 4750	8 6231 10818 1100	20 9558 20624 500	2 1150 636 1	21 3603 10961 195 n	8 15741 40195 500	41 3061 9256 500 No	6 27100 46037 7000 akM	16 24300 54515 4500 m
Number of marketing employees	27 62 93 18 hko	9 12 14 5 h	19 70 89 40 hko	7 335 733 41 km	4 37 31 40	12 19 23 12 h	15 73 128 40	8 229 282 50 abcfKm	20 117 441 8	2 28 3 1	21 16 21 8 acdHo	8 112 239 16	41 66 171 27 dhO	6 28 22 25	16 449 778 25 ackM

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

Topic 9: Marketing Jobs

How many employees/marketing employees are in your company?

Number Mean SD Median	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
	Number of employees	25 28 40 18 CDeFG	21 1112 3609 89 FG	38 242 320 200 ADeFG	39 1307 2003 725 ACFG	15 5281 12533 1450 acG	57 6630 7709 5350 ABCDG	19 57507 50147 49000 ABCDEF	28 23 15 24 BCDEFGH	20 71 21 80 ACDEFGH	45 215 95 200 ABDEFGH	25 616 206 625 ABCEFGH	28 1918 2081 1500 ABCDfGH	15 3287 1277 3250 ABCDeGH	20 6233 2233 6000 ABCDEFH
Number of marketing employees	24 3 3 bDG	21 16 25 6 aG	38 60 291 8 G	39 25 20 23 AeG	15 196 500 62 d	57 109 270 43 G	19 598 679 400 ABCDF	27 3 3 cDFH	20 7 9 5 DFH	45 22 37 12 aFgH	25 25 15 25 ABFH	28 111 334 40 h	15 72 66 60 ABCDh	20 163 439 35 c	35 427 620 150 ABCDef

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

 **Topic 9: Marketing Jobs**

By what percent has the size of your marketing organization grown or shrunk over the last year?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	217	76	66	44	30	85	60	28	26	14
Mean	5.48	0.91	5.67	10.14	10.00	7.41	0.82	1.21	9.65	16.43
SD	22.14	20.69	22.73	23.64	21.14	25.35	15.48	14.83	25.06	28.38
		cd		a	a		dE	e	b	Bc

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

 **Topic 9: Marketing Jobs**

By what percent has the size of your marketing organization grown or shrunk over the last year?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	27	11	19	7	3	12	15	8	20	2	21	8	41	6	16
Mean	9.19	9.09	7.21	6.14	7.67	14.58	13.47	1.88	-6.60	7.50	1.19	5.13	4.29	3.33	6.31
SD	27.32 i	34.99	25.19	5.98	10.79	31.94 i	27.74 i	6.51	21.78 afgmo	3.54	22.47	8.46	17.63 i	8.76	10.21 i

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

 **Topic 9: Marketing Jobs**

By what percent has the size of your marketing organization grown or shrunk over the last year?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	25	21	38	38	15	57	20	28	20	44	25	28	15	20	36
Mean	8.84	14.62	4.34	8.92	8.47	1.16	-4.40	10.46	9.65	5.43	10.88	4.54	-3.13	8.00	-1.33
SD	25.47	33.70	26.13	21.86	22.35	10.63	13.79	22.75	37.24	23.78	19.15	14.55	15.44	25.96	12.92
	g	Fg		fg	g	Bd	abde	fh			fh		ad		aD

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

 **Topic 9: Marketing Jobs**

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

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	216	74	66	45	30	84	60	27	26	14
Mean	5.30	4.24	6.07	6.90	4.01	5.58	4.12	4.37	7.21	5.71
SD	11.41	11.22	11.44	10.94	12.75	12.82	8.76	7.90	16.21	7.03

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

 **Topic 9: Marketing Jobs**

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

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	
N		27	11	19	7	4	12	14	8	19	2	21	8	41	6	16
Mean		6.13	8.64	5.85	-2.12	18.50	11.11	0.21	2.50	5.90	2.50	1.43	0.88	6.13	2.89	6.25
SD		13.02	14.68	11.76	12.66	10.75	14.50	5.29	7.56	10.88	3.54	7.10	4.45	10.63	21.11	8.20
					e dGhiKLmo		gk	Efo	e	e		Ef	E	e		eg


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

 **Topic 9: Marketing Jobs**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	25	21	37	38	15	57	20	28	20	44	24	28	15	20	36
Mean	9.13	11.31	5.14	7.96	5.27	2.10	-2.59	11.01	5.82	8.24	5.46	7.15	3.67	0.52	-1.08
SD	13.94	13.91	12.61	10.23	6.75	8.83	7.19	14.90	14.84	12.75	6.08	10.26	4.72	10.23	6.42
	FG	FG	g	FG	G	ABDg	ABcDEf	GH	h	gH	H	gH	h	Ace	AbCDEf

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

 **Topic 9: Marketing Jobs**

Thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, 1=most important)

Mean	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Ability to pivot as new priorities emerge	3.14	3.06	3.21	3.13	3.33	3.13	3.35	3.73 _e	2.82	2.11 _c
Creativity and innovation skills	3.40	3.52	2.86 _D	3.33	4.31 _B	3.21	3.70	3.62	3.09	3.00
Navigating ambiguity	4.27	4.22	4.23	4.24	4.52	4.05 _c	4.48	5.38 _{ad}	3.42 _c	3.88
Emotional intelligence	4.38	4.23	4.59	4.14	4.74	4.31	4.58	4.67	3.89	3.63
Curiosity	4.39	4.52	4.27	4.18	4.70	4.15	5.04	4.00	4.31	3.50
Natural leadership abilities	4.75	5.04	4.68	4.69	4.30	4.58	4.52	5.42	4.82	5.50
MarTech platform experience	4.84	5.22 _B	3.64 _{AC}	5.89 _B	4.71	4.53	4.89	5.36	5.33	5.13
Data science background	5.33	5.43	5.55	5.57	4.38	5.68	4.91	5.04	5.13	6.00
Financial acumen	5.80	5.96	5.95	5.76	5.20	6.22	5.43	5.56	6.00	5.80

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



Topic 9: Marketing Jobs

Thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, 1=most important)

Mean	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Ability to pivot as new priorities emerge	3.96 Bgim	1.90 ACDI	4.18 Bgim	3.40 B	3.00	3.50	2.50 ac	3.63	2.65 ac	4.00	3.31	3.38 b	2.69 ac	3.00	2.86
Creativity and innovation skills	3.32	2.88	2.84	4.00	3.00	4.36 k	3.43	3.57	3.31	7.00	2.71 fm	2.60	3.74 k	3.80	3.40
Navigating ambiguity	4.63 d	3.50	3.94	2.20 aghio	2.00	3.80	5.00 d	4.50 d	4.67 d	2.50	4.42	4.17	4.03 o	2.80 o	5.73 dmn
Emotional intelligence	4.24	3.40 n	4.47	4.33	3.00	4.80	4.60	3.50	4.29	4.00	4.54	4.80	4.35	5.80 b	4.75
Curiosity	4.40	4.86	4.06	5.17	4.00	4.44	4.71	4.20	4.64	5.00	3.93	4.00	4.19	5.40	4.42
Natural leadership abilities	4.65 h	6.00 H	4.82 h	4.40	2.00	5.00	3.85 h	2.17 in	5.83 aBcfIkMn	8.00 gH	4.64 h	4.75	4.92 h	7.25 gH	4.33
MarTech platform experience	4.50 C	5.00	7.75 cAbdIKLMN O	4.25 c	1.00	5.73	5.55	5.50 n	3.71 C	2.00	3.87 C	3.17 C	4.76 C	2.60 Ch	4.92 C
Data science background	4.83	6.29	5.67	6.25	---	4.73	5.82	6.60	5.46	1.00	5.21	5.60	5.77	4.00	3.92
Financial acumen	5.83	7.00	5.47	4.20	---	6.11	6.36	6.50	4.85	6.00	5.27	6.00	6.08	5.40	6.30

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

Topic 9: Marketing Jobs

Thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, 1=most important)

Mean	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Ability to pivot as new priorities emerge	3.38	2.26 g	3.33	3.20	3.00	3.18	3.39 b	3.29	2.88	3.54	2.95	2.86	3.92 g	2.44 f	3.06
Creativity and innovation skills	2.20 bDFG	3.20 a	3.12	3.80 A	3.08	3.55 A	4.40 A	2.22 dfGH	3.13	3.15	3.67 a	3.00	3.85 a	3.94 A	4.21 A
Navigating ambiguity	4.13	3.58	4.41	3.97	4.25	4.38	4.81	3.89	4.33	4.46 e	4.44	3.24 cH	4.23	4.00	5.03 E
Emotional intelligence	3.79	3.40	4.53	4.52	4.00	4.93	4.22	3.86 e	4.29	3.86 e	4.53	5.28 ac	4.90	4.72	4.53
Curiosity	4.17	3.22 e	3.97	4.25	5.58 b	4.65	4.79	4.25	3.62	3.32 DGH	5.19 C	4.27	4.38	5.35 C	5.03 C
Natural leadership abilities	5.00	4.80	5.43	4.80	4.40	4.49	4.37	4.75 b	6.54 acdeh	4.93 b	4.22 b	4.82 b	4.75	4.60	4.21 b
MarTech platform experience	3.81 f	4.31	5.62 d	3.97 cf	4.55	5.65 ad	4.47	4.39	5.27	5.38	3.86 g	4.67	5.17	5.80 d	4.52
Data science background	5.75	4.18	5.63	5.11	5.78	5.07	5.94	5.64	4.63	5.57	4.95	5.28	5.10	6.07	5.32
Financial acumen	6.38	6.33	5.90	6.50 f	5.60	5.08 d	5.83	6.33	5.82	6.63 fG	5.40	5.93	5.00 c	4.60 C	5.93
Significance Tests Between Columns:	Lower case: p<.05		Upper case: p<.01												

 **Topic 9: Marketing Jobs**

What percentage of your company's marketing activities outsourced, meaning they are performed by outside agencies, vendors, or partners?

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
		A	B	C	D	A	B	C	D	E
N	219	77	67	44	30	85	60	27	27	14
Mean	20.18	19.09	18.60	24.50	20.67	20.27	20.85	23.48	18.56	15.36
SD	17.87	17.77	17.66	18.60	17.46	17.69	18.51	18.20	18.84	17.04

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

 **Topic 9: Marketing Jobs**

What percentage of your company's marketing activities outsourced, meaning they are performed by outside agencies, vendors, or partners?

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
N	27	11	18	7	4	12	15	8	20	2	22	8	42	6	16
Mean	23.63	21.82	26.39	16.00	12.00	12.67	20.20	27.50	21.50	12.50	18.27	15.00	16.88	36.67	20.31
SD	16.71	27.59	19.01	15.45	12.36	13.91	18.26	15.81	20.97	3.54	17.60	9.64	12.53	19.66	24.18
			fm			chN		fm			n	n	chN	FkIM	

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

 **Topic 9: Marketing Jobs**

What percentage of your company's marketing activities outsourced, meaning they are performed by outside agencies, vendors, or partners?

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
N	27	21	37	39	15	57	20	30	20	44	25	28	15	20	36
Mean	23.63	19.33	16.89	19.67	12.80	21.51	25.00	27.10	21.55	14.93	17.20	20.89	27.33	13.80	22.42
SD	26.28	15.04	14.13	13.04	8.31	20.13	18.28	24.22	19.07	12.22	13.79	18.27	23.89	10.18	17.68
					g		e	Cg		Afh		cg		af	c

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

 **Topic 9: Marketing Jobs**

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

	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%
	A	B	C	D	A	B	C	D	E	
N	216	75	65	45	30	85	59	27	26	14
Mean	5.02	4.61	4.78	4.56	7.45	4.06	4.89	6.65	5.65	5.32
SD	10.69	10.00	11.36	10.30	11.75	10.78	11.39	8.46	11.19	11.07

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

 **Topic 9: Marketing Jobs**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	27	11	19	7	4	12	15	8	19	2	21	8	40	6	16
Mean	7.72	3.59	5.00	1.14	7.00	3.13	3.63	1.88	2.76	0.00	6.14	4.38	6.34	5.75	5.91
SD	12.61	12.14	6.45	4.18	12.08	11.44	11.93	13.35	9.82	0.00	12.22	10.50	9.52	14.08	12.06

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

 **Topic 9: Marketing Jobs**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	25	21	38	39	15	56	19	28	20	45	25	27	15	20	35
Mean	10.64	4.02	2.37	5.41	2.87	6.04	-0.39	9.91	1.23	5.22	6.60	1.93	5.30	5.72	3.34
SD	13.33	11.72	6.01	10.08	8.09	11.24	9.80	13.84	8.90	8.19	10.28	8.02	11.63	11.08	11.98
	CeG		A	g	a	g	Adf	beh	a			a			a

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

 **Topic 10: Marketing Performance**

Compared to 2022, rate your company's performance during the prior 12 months.

Number Mean SD	Total	Primary Economic Sector				Percent Sales Through Internet				
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E
Sales revenue	185	69	52	38	26	71	55	23	22	12
	10.78	12.77	10.40	10.53	6.65	14.44	6.67	9.43	11.05	10.00
	19.22	21.02	23.72	11.73	11.64	21.06	15.80	19.95	17.53	23.65
						b	a			
Customer retention	179	68	50	35	26	69	54	22	21	12
	9.69	7.43	15.84	8.34	5.62	12.77	3.24	13.23	13.95	8.75
	22.21	19.54	30.18	18.54	11.30	25.15	13.19	25.68	24.31	23.26
						b	acd	b	b	
Brand value	180	68	49	37	26	70	53	22	22	12
	9.67	10.03	12.78	5.95	8.15	11.14	6.25	8.45	13.64	11.08
	17.16	17.72	21.47	11.56	12.15	18.84	11.75	17.25	20.17	21.50
Customer acquisition	180	68	50	36	26	69	55	21	22	12
	8.40	11.24	6.78	7.03	6.00	11.83	3.20	6.00	12.05	9.08
	17.19	17.34	21.01	15.07	9.50	17.12	16.15	10.29	18.49	24.67
						B	Ad		b	
Profits	180	67	51	36	26	69	55	21	22	12
	7.96	9.01	7.73	7.14	6.81	8.74	4.07	11.95	11.50	6.75
	19.24	22.44	20.98	8.90	18.03	20.37	15.66	20.34	18.52	26.46

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



Topic 10: Marketing Performance

Compared to 2022, rate your company's performance during the prior 12 months.

Number Mean SD	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Sales revenue	21 13.81 21.46	9 16.44 27.48	17 7.88 11.71	5 3.60 8.20	4 4.00 4.24	10 3.30 11.06	15 11.40 15.83	7 8.14 25.45	17 7.88 14.97	2 10.00 0.00	19 12.16 29.72	6 15.83 30.79	32 15.50 20.06	6 1.33 8.52	14 9.57 10.09
Customer retention	21 17.19 28.93	9 20.44 26.22 io	16 9.75 21.23	5 0.80 6.42	3 3.33 5.77	9 11.22 25.27	15 14.27 25.97	7 11.86 13.07 io	17 3.41 6.79 bhl	1 5.00 ---	19 4.05 23.47	5 30.20 40.90 imo	32 5.75 20.30 l	6 16.67 31.25	13 3.62 3.52 bhl
Brand value	20 11.90 22.70	9 15.67 26.32	17 12.53 21.86	5 7.00 7.71	3 7.67 10.79	9 14.11 14.39 lo	15 8.40 11.86	7 10.71 13.67 i	17 1.94 6.75 Fhkl	2 10.00 0.00	18 15.33 25.25 i	6 18.67 28.58 i	31 6.10 9.61	6 11.67 19.19	14 4.43 6.06 f
Customer acquisition	21 11.81 23.38	9 17.33 24.66 i	17 8.24 23.06	5 1.80 7.40	3 5.33 4.04	9 1.78 8.03 hm	15 7.87 6.96 h	7 20.71 19.24 fgIO	17 3.18 9.74 bHlm	2 7.00 0.00	19 1.37 24.36	5 22.60 30.02 io	31 11.26 10.36 fio	6 6.33 4.32	13 4.62 4.35 Hlm
Profits	21 10.67 24.14	9 12.44 26.36	17 1.94 22.11	5 10.00 11.27	3 3.67 5.51	9 11.11 18.17	15 5.07 22.27	5 12.00 20.49	17 4.24 13.22	2 15.00 7.07	19 10.32 26.68	6 0.83 10.38	32 10.00 17.58	6 5.83 8.01	13 6.77 8.73

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

Topic 10: Marketing Performance

Compared to 2022, rate your company's performance during the prior 12 months.

Number Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Sales revenue	20 22.50 27.27 FG	18 11.89 29.54	33 13.48 19.48 fg	34 14.06 17.47 FG	12 8.25 18.93	50 5.50 9.81 AcD	17 1.41 10.52 AcD	24 18.63 19.31 fH	15 7.93 31.40	38 14.66 21.69 H	21 9.14 15.88 h	25 14.00 18.89 H	14 5.07 9.03 a	15 8.80 8.81 h	32 1.63 9.13 ACdEg
Customer retention	20 15.05 24.12 g	18 7.39 29.93	32 10.56 23.73	32 10.38 22.29	12 12.83 29.16	48 9.17 19.07	16 2.00 5.38 a	23 16.83 25.85 dh	15 6.80 26.46	37 10.81 25.11	20 3.15 8.66 a	25 14.88 27.62	14 7.71 19.72	15 12.07 19.86	29 4.24 15.01 a
Brand value	20 21.65 25.89 dFG	17 12.00 19.61	33 11.39 19.62	32 7.50 15.58 a	12 7.50 12.18	48 6.83 12.20 A	17 3.47 8.16 A	24 18.54 20.52 dfH	14 16.43 26.85 h	37 8.81 17.90	21 7.57 8.48 a	24 8.17 18.80	13 3.23 7.01 a	15 10.20 15.27	31 4.48 10.02 Ab
Customer acquisition	20 16.95 22.34 Fg	18 4.06 28.81	33 8.27 16.44	33 13.06 18.19 fg	12 8.33 9.46 g	47 5.04 10.25 Ad	16 2.44 5.63 ade	24 18.83 25.14 bdfH	15 -1.60 26.02 ae	37 10.41 16.93 h	21 6.43 9.57 a	25 14.28 18.05 bfH	14 3.21 8.66 ae	14 5.50 6.28	29 2.76 5.21 AcE
Profits	20 18.40 26.83 FG	18 6.89 21.99	33 9.21 18.44	33 8.82 18.04 g	11 13.91 18.18 fg	48 5.60 10.28 Aeg	16 -5.44 24.48 Acdef	24 15.96 19.96 H	15 12.80 29.22 h	37 6.46 17.95	20 8.45 14.82 h	25 8.72 20.04	14 6.29 14.19	15 10.53 8.83 h	29 -1.90 18.95 Abdg

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