



Predicting the future of marketing
Tracking marketing excellence
Improving the value of marketing

CMO Survey Report:

Results by Firm & Industry Characteristics

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McKinsey & Company



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Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=More	167 47.6%	17 60.7% bi	10 33.3% acdjl	3 100.0% bfi	6 75.0% bi	4 57.1%	14 37.8% cj	14 45.2%	26 44.1%	16 35.6% acdjl	11 68.8% bfi	26 48.1%	18 60.0% bi
2=No Change	136 38.7%	9 32.1%	15 50.0%	0 0.0%	1 12.5%	2 28.6%	14 37.8%	14 45.2%	26 44.1%	22 48.9%	4 25.0%	21 38.9%	8 26.7%
1=Less	48 13.7%	2 7.1%	5 16.7%	0 0.0%	1 12.5%	1 14.3%	9 24.3%	3 9.7%	7 11.9%	7 15.6%	1 6.3%	7 13.0%	4 13.3%
Mean	2.3	2.5	2.2	3.0	2.6	2.4	2.1	2.4	2.3	2.2	2.6	2.4	2.5
SD	0.7	0.6 bfi	0.7 aj	0.0	0.7	0.8	0.8 aj	0.7	0.7	0.7 aj	0.6 bfi	0.7	0.7

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	50 44.6%	55 46.6%	37 55.2%	23 44.2%	57 48.7%	21 41.2%	23 45.1%	11 45.8%	42 59.2% f	13 38.2% e	59 51.3%	37 42.5%	38 55.9%
2=No Change	45 40.2%	49 41.5%	22 32.8%	20 38.5%	45 38.5%	19 37.3%	18 35.3%	12 50.0%	23 32.4%	16 47.1%	40 34.8%	39 44.8%	23 33.8%
1=Less	17 15.2%	14 11.9%	8 11.9%	9 17.3%	15 12.8%	11 21.6% e	10 19.6%	1 4.2%	6 8.5% b	5 14.7%	16 13.9%	11 12.6%	7 10.3%
Mean	2.3	2.3	2.4	2.3	2.4	2.2	2.3	2.4	2.5	2.2	2.4	2.3	2.5
SD	0.7	0.7	0.7	0.7	0.7	0.8 e	0.8	0.6	0.7 b	0.7	0.7	0.7	0.7

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
	Optimism rating	339	26	28	3	7	7	37	29	57	44	16	54
	66.4	66.5	63.1	75.7	68.7	66.4	65.8	65.8	65.7	64.9	70.1	68.6	67.8
	13.7	10.1	16.2	10.1	14.7	10.7	12.1	15.4	14.4	13.9	14.5	13.6	13.3

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Optimism rating	109 66.0 13.4	115 68.1 13.6	63 65.4 13.6	50 64.7 14.9	113 65.8 14.4 e	49 66.5 12.1	51 66.7 14.4	22 63.5 12.6 e	69 69.9 11.6 adf	32 63.4 15.7 e	112 65.9 13.2	86 66.8 12.6

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=More	179 52.0%	18 66.7% l	16 53.3%	2 66.7%	5 62.5%	3 42.9%	17 45.9%	15 50.0%	30 50.8%	21 48.8%	8 50.0%	32 60.4%	11 39.3% a
2=No Change	118 34.3%	6 22.2% l	9 30.0%	1 33.3%	3 37.5%	3 42.9%	14 37.8%	11 36.7%	21 35.6%	13 30.2%	5 31.3%	16 30.2% l	15 53.6% ak
1=Less	47 13.7%	3 11.1%	5 16.7%	0 0.0%	0 0.0%	1 14.3%	6 16.2%	4 13.3%	8 13.6%	9 20.9%	3 18.8%	5 9.4%	2 7.1%
Mean	2.4	2.6	2.4	2.7	2.6	2.3	2.3	2.4	2.4	2.3	2.3	2.5	2.3
SD	0.7	0.7	0.8	0.6	0.5	0.8	0.7	0.7	0.7	0.8	0.8	0.7	0.6

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	54 48.6%	68 59.1% d	35 53.8%	21 40.4% b	67 59.3% f	26 51.0%	24 47.1%	16 66.7% f	32 46.4%	13 39.4% ad	61 54.5%	46 52.9%	29 43.9%
2=No Change	42 37.8%	35 30.4%	23 35.4%	18 34.6%	34 30.1%	19 37.3%	20 39.2%	7 29.2%	20 29.0%	16 48.5%	38 33.9%	34 39.1%	24 36.4%
1=Less	15 13.5%	12 10.4% d	7 10.8% d	13 25.0% bc	12 10.6% e	6 11.8%	7 13.7%	1 4.2% e	17 24.6% ad	4 12.1%	13 11.6%	7 8.0% c	13 19.7% b
Mean	2.4	2.5	2.4	2.2	2.5	2.4	2.3	2.6	2.2	2.3	2.4	2.4	2.2
SD	0.7	0.7 D	0.7 d	0.8 Bc	0.7 e	0.7	0.7	0.6 ef	0.8 ad	0.7 d	0.7	0.6	0.8

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
	Optimism rating	339	27	29	3	7	7	37	28	55	44	16	54
	72.4	72.8	70.9	85.0	76.4	72.1	73.1	73.5	71.8	71.0	73.1	74.8	69.9
	15.6	15.1	18.8	13.2	13.5	11.1	14.1	14.3	16.3	16.4	13.8	15.5	15.4

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Optimism rating	107 73.6 15.5 d	117 73.7 15.4 d	62 71.1 14.8	51 67.9 16.6 ab	113 71.4 15.8	50 76.2 12.9	50 71.7 18.2	23 74.1 11.2	68 72.1 16.1	33 69.9 16.1	113 71.1 15.5	84 75.1 14.9

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=More	221 70.6%	15 65.2%	21 75.0% e	3 100.0%	4 66.7%	2 28.6% bHII	23 65.7%	20 69.0%	40 83.3% Ej	32 80.0% E	8 53.3% h	33 67.3%	20 74.1% e
2=No Change	64 20.4%	4 17.4% e	5 17.9% E	0 0.0%	2 33.3%	5 71.4% aBFgHIkL	5 14.3% E	8 27.6% e	5 10.4% Ejk	6 15.0% E	5 33.3% h	13 26.5% eh	4 14.8% E
1=Less	28 8.9%	4 17.4%	2 7.1%	0 0.0%	0 0.0%	0 0.0%	7 20.0% i	1 3.4%	3 6.3%	2 5.0% f	2 13.3%	3 6.1%	3 11.1%
Mean	2.6	2.5	2.7	3.0	2.7	2.3	2.5	2.7	2.8	2.8	2.4	2.6	2.6
SD	0.6	0.8	0.6	0.0	0.5	0.5 hi	0.8 h	0.6	0.6 efj	0.5 e	0.7 h	0.6	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	70 72.9%	79 71.2%	41 71.9%	30 63.8%	78 73.6%	33 70.2%	30 66.7%	13 65.0%	46 68.7%	19 73.1%	83 72.2%	58 66.7%	49 73.1%
2=No Change	14 14.6%	26 23.4%	11 19.3%	12 25.5%	23 21.7%	10 21.3%	7 15.6%	6 30.0%	13 19.4%	5 19.2%	21 18.3%	21 24.1%	14 20.9%
1=Less	12 12.5%	6 5.4%	5 8.8%	5 10.6%	5 4.7%	4 8.5%	8 17.8%	1 5.0%	8 11.9%	2 7.7%	11 9.6%	8 9.2%	4 6.0%
Mean	2.6	2.7	2.6	2.5	2.7	2.6	2.5	2.6	2.6	2.7	2.6	2.6	2.7
SD	0.7	0.6	0.6	0.7	0.6	0.6	0.8	0.6	0.7	0.6	0.7	0.7	0.6

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=More	97 31.1%	9 39.1%	6 21.4% Dg	2 66.7%	5 83.3% BfhIKL	3 42.9%	11 31.4% d	14 48.3% biKl	15 31.9% d	9 22.5% Dg	7 46.7% k	9 18.4% DGj	6 22.2% Dg
2=No Change	158 50.6%	12 52.2%	19 67.9% dghj	1 33.3%	1 16.7% bi	2 28.6%	17 48.6%	11 37.9% bi	19 40.4% bi	27 67.5% dghj	5 33.3% bi	28 57.1%	15 55.6%
1=Less	57 18.3%	2 8.7%	3 10.7%	0 0.0%	0 0.0%	2 28.6%	7 20.0%	4 13.8%	13 27.7% i	4 10.0% h	3 20.0%	12 24.5%	6 22.2%
Mean	2.1	2.3	2.1	2.7	2.8	2.1	2.1	2.3	2.0	2.1	2.3	1.9	2.0
SD	0.7	0.6 k	0.6 D	0.6	0.4 BfhIKL	0.9	0.7 d	0.7 k	0.8 d	0.6 D	0.8	0.7 aDg	0.7 D

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	30 31.3%	26 23.4% cd	22 38.6% b	18 39.1% b	32 30.2%	11 23.4%	10 22.7%	9 45.0%	25 37.3%	10 38.5%	38 33.0%	25 28.7%	22 32.8%
2=No Change	48 50.0%	61 55.0%	27 47.4%	21 45.7%	59 55.7% ef	29 61.7% def	27 61.4% ef	7 35.0% b	26 38.8% abc	8 30.8% abc	59 51.3%	42 48.3%	32 47.8%
1=Less	18 18.8%	24 21.6%	8 14.0%	7 15.2%	15 14.2% f	7 14.9%	7 15.9%	4 20.0%	16 23.9%	8 30.8% a	18 15.7%	20 23.0%	13 19.4%
Mean	2.1	2.0	2.2	2.2	2.2	2.1	2.1	2.3	2.1	2.1	2.2	2.1	2.1
SD	0.7	0.7 c	0.7 b	0.7	0.6	0.6	0.6	0.8	0.8	0.8	0.7	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=More	209 67.4%	16 69.6%	19 67.9%	3 100.0%	5 83.3%	2 28.6% gHk	19 54.3% hk	21 72.4% e	38 80.9% Efjl	24 61.5%	7 50.0% h	37 75.5% ef	16 59.3% h
2=No Change	96 31.0%	6 26.1% e	9 32.1%	0 0.0%	1 16.7%	5 71.4% agHk	16 45.7% Hk	8 27.6% e	8 17.0% EFij	14 35.9% h	7 50.0% h	12 24.5% ef	9 33.3%
1=Less	5 1.6%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	1 2.6%	0 0.0%	0 0.0%	2 7.4%
Mean	2.7	2.7	2.7	3.0	2.8	2.3	2.5	2.7	2.8	2.6	2.5	2.8	2.5
SD	0.5	0.6	0.5	0.0	0.4	0.5 ghk	0.5 hk	0.5 e	0.5 efl	0.5	0.5	0.4 ef	0.6 h

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
3=More	67 70.5%	81 73.0% d	33 58.9%	26 56.5% b	62 58.5% df	33 70.2%	31 70.5%	17 85.0% a	43 66.2%	21 80.8% a	72 63.2%	58 66.7%	49 74.2%
2=No Change	26 27.4%	29 26.1%	22 39.3%	19 41.3%	44 41.5% dF	13 27.7%	12 27.3%	3 15.0% a	21 32.3% f	3 11.5% Ae	39 34.2%	29 33.3%	17 25.8%
1=Less	2 2.1%	1 0.9%	1 1.8%	1 2.2%	0 0.0% F	1 2.1%	1 2.3%	0 0.0%	1 1.5%	2 7.7% A	3 2.6%	0 0.0%	0 0.0%
Mean	2.7	2.7	2.6	2.5	2.6	2.7	2.7	2.9	2.6	2.7	2.6	2.7	2.7
SD	0.5	0.5 d	0.5	0.5 b	0.5 d	0.5	0.5	0.4 a	0.5	0.6	0.5	0.5	0.4

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=More	162 51.9%	11 47.8%	13 46.4%	2 66.7%	2 33.3%	2 28.6%	19 54.3%	19 65.5%	24 51.1%	18 45.0%	6 40.0%	29 59.2%	15 55.6%
2=No Change	125 40.1%	11 47.8%	13 46.4%	1 33.3%	3 50.0%	4 57.1%	13 37.1%	8 27.6%	20 42.6%	19 47.5%	8 53.3%	16 32.7%	9 33.3%
1=Less	25 8.0%	1 4.3%	2 7.1%	0 0.0%	1 16.7%	1 14.3%	3 8.6%	2 6.9%	3 6.4%	3 7.5%	1 6.7%	4 8.2%	3 11.1%
Mean	2.4	2.4	2.4	2.7	2.2	2.1	2.5	2.6	2.4	2.4	2.3	2.5	2.4
SD	0.6	0.6	0.6	0.6	0.8	0.7	0.7	0.6	0.6	0.6	0.6	0.6	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	49 51.0% d	65 58.6% D	32 56.1% d	15 32.6% aBc	61 57.5% e	26 55.3%	24 54.5%	11 55.0%	27 40.3% a	13 50.0%	63 54.8%	42 48.3%	38 56.7%
2=No Change	39 40.6%	39 35.1% d	21 36.8%	25 54.3% b	38 35.8%	18 38.3%	17 38.6%	8 40.0%	30 44.8%	12 46.2%	43 37.4%	40 46.0%	23 34.3%
1=Less	8 8.3%	7 6.3%	4 7.0%	6 13.0%	7 6.6%	3 6.4%	3 6.8%	1 5.0%	10 14.9%	1 3.8%	9 7.8%	5 5.7%	6 9.0%
Mean	2.4	2.5	2.5	2.2	2.5	2.5	2.5	2.5	2.3	2.5	2.5	2.4	2.5
SD	0.6 d	0.6 D	0.6 d	0.7 aBc	0.6 e	0.6	0.6	0.6	0.7 a	0.6	0.6	0.6	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=More	156 50.5%	13 61.9% f	13 46.4%	1 33.3%	4 66.7%	4 57.1%	12 34.3% aHi	10 34.5% Hi	32 68.1% FGK	24 61.5% fg	8 53.3%	20 40.8% H	15 55.6%
2=No Change	127 41.1%	7 33.3%	12 42.9%	1 33.3%	2 33.3%	3 42.9%	20 57.1% hll	16 55.2% hi	15 31.9% fg	10 25.6% Fgk	5 33.3%	25 51.0% i	8 29.6% f
1=Less	26 8.4%	1 4.8%	3 10.7% h	1 33.3% H	0 0.0%	0 0.0%	3 8.6% h	3 10.3% h	0 0.0% bcfgijkL	5 12.8% h	2 13.3% h	4 8.2% h	4 14.8% H
Mean	2.4	2.6	2.4	2.0	2.7	2.6	2.3	2.2	2.7	2.5	2.4	2.3	2.4
SD	0.6	0.6	0.7 h	1.0 h	0.5	0.5	0.6 H	0.6 H	0.5 bcFGK	0.7	0.7	0.6 H	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	52 54.2%	56 50.9%	25 45.5%	23 50.0%	60 57.1% D	25 53.2% D	23 54.8% D	3 15.0% ABCef	32 47.8% d	13 50.0% d	61 53.0%	39 46.4%	36 53.7%
2=No Change	40 41.7%	44 40.0%	26 47.3%	15 32.6%	38 36.2% D	18 38.3% d	16 38.1% d	14 70.0% Abce	27 40.3% d	12 46.2%	46 40.0%	33 39.3%	27 40.3%
1=Less	4 4.2% D	10 9.1%	4 7.3%	8 17.4% A	7 6.7%	4 8.5%	3 7.1%	3 15.0%	8 11.9%	1 3.8%	8 7.0%	12 14.3%	4 6.0%
Mean	2.5	2.4	2.4	2.3	2.5	2.4	2.5	2.0	2.4	2.5	2.5	2.3	2.5
SD	0.6	0.7	0.6	0.8	0.6 D	0.7 D	0.6 D	0.6 ABCeF	0.7 d	0.6 D	0.6	0.7	0.6

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=More	235 75.6%	18 78.3%	23 85.2%	2 66.7%	5 83.3%	5 71.4%	24 68.6%	25 86.2%	35 74.5%	27 67.5%	12 80.0%	39 79.6%	18 66.7%
2=No Change	56 18.0%	4 17.4%	3 11.1%	1 33.3%	1 16.7%	1 14.3%	9 25.7%	4 13.8%	7 14.9%	10 25.0%	2 13.3%	6 12.2%	7 25.9%
1=Less	20 6.4%	1 4.3%	1 3.7%	0 0.0%	0 0.0%	1 14.3%	2 5.7%	0 0.0%	5 10.6%	3 7.5%	1 6.7%	4 8.2%	2 7.4%
Mean	2.7	2.7	2.8	2.7	2.8	2.6	2.6	2.9	2.6	2.6	2.7	2.7	2.6
SD	0.6	0.5	0.5	0.6	0.4	0.8	0.6	0.4	0.7	0.6	0.6	0.6	0.6

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	67 69.8% b	90 81.8% a	44 77.2%	32 69.6%	86 81.1% f	38 80.9%	29 67.4%	18 90.0% f	46 68.7%	16 61.5% ad	90 78.3%	63 73.3%	50 74.6%
2=No Change	22 22.9%	14 12.7%	11 19.3%	9 19.6%	11 10.4% EF	8 17.0%	9 20.9%	2 10.0%	18 26.9% A	8 30.8% A	17 14.8%	20 23.3%	12 17.9%
1=Less	7 7.3%	6 5.5%	2 3.5%	5 10.9%	9 8.5%	1 2.1%	5 11.6%	0 0.0%	3 4.5%	2 7.7%	8 7.0%	3 3.5%	5 7.5%
Mean	2.6	2.8	2.7	2.6	2.7	2.8	2.6	2.9	2.6	2.5	2.7	2.7	2.7
SD	0.6	0.5	0.5	0.7	0.6	0.5	0.7 d	0.3 cf	0.6	0.6 d	0.6	0.5	0.6

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=1st Priority	60 39.2%	3 23.1%	2 25.0%	1 50.0%	3 60.0%	4 80.0%	7 33.3%	5 26.3%	6 42.9%	10 52.6%	3 37.5%	7 35.0%	9 50.0%
2=2nd Priority	34 22.2%	2 15.4%	3 37.5%	1 50.0%	2 40.0%	0 0.0%	5 23.8%	6 31.6%	2 14.3%	3 15.8%	2 25.0%	4 20.0%	4 22.2%
3=3rd Priority	59 38.6%	8 61.5%	3 37.5%	0 0.0%	0 0.0%	1 20.0%	9 42.9%	8 42.1%	6 42.9%	6 31.6%	3 37.5%	9 45.0%	5 27.8%
Mean	2.0	2.4	2.1	1.5	1.4	1.4	2.1	2.2	2.0	1.8	2.0	2.1	1.8
SD	0.9	0.9	0.8	0.7	0.5	0.9	0.9	0.8	1.0	0.9	0.9	0.9	0.9

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	15 33.3%	19 39.6%	12 36.4%	14 56.0%	18 36.0%	10 45.5%	9 37.5%	3 37.5%	13 38.2%	7 50.0%	26 49.1% c	13 34.2%	12 28.6% a
2=2nd Priority	13 28.9%	7 14.6%	7 21.2%	6 24.0%	11 22.0%	8 36.4%	5 20.8%	2 25.0%	6 17.6%	2 14.3%	7 13.2%	11 28.9%	12 28.6%
3=3rd Priority	17 37.8%	22 45.8% d	14 42.4%	5 20.0% b	21 42.0%	4 18.2%	10 41.7%	3 37.5%	15 44.1%	5 35.7%	20 37.7%	14 36.8%	18 42.9%
Mean	2.0	2.1	2.1	1.6	2.1	1.7	2.0	2.0	2.1	1.9	1.9	2.0	2.1
SD	0.9	0.9	0.9	0.8	0.9	0.8	0.9	0.9	0.9	0.9	0.9	0.9	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=1st Priority	82 40.6%	7 36.8%	12 54.5%	2 66.7%	0 0.0%	0 0.0%	14 48.3%	7 38.9%	16 44.4%	3 21.4%	2 20.0%	11 42.3%	7 35.0%
2=2nd Priority	72 35.6%	10 52.6%	8 36.4%	0 0.0%	0 0.0%	1 33.3%	9 31.0%	4 22.2%	13 36.1%	5 35.7%	6 60.0%	10 38.5%	6 30.0%
3=3rd Priority	48 23.8%	2 10.5% dei	2 9.1% degil	1 33.3%	1 100.0% ab	2 66.7% ab	6 20.7%	7 38.9% b	7 19.4%	6 42.9% ab	2 20.0%	5 19.2%	7 35.0% b
Mean	1.8	1.7	1.5	1.7	3.0	2.7	1.7	2.0	1.8	2.2	2.0	1.8	2.0
SD	0.8	0.7 e	0.7 ei	1.2	0.0	0.6 ab	0.8	0.9	0.8	0.8 b	0.7	0.8	0.9

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	34 48.6% d	25 39.1%	16 41.0%	6 22.2% a	31 41.3%	13 41.9%	9 36.0%	9 64.3% f	16 39.0%	4 25.0% d	32 42.7%	19 34.5%	19 47.5%
2=2nd Priority	23 32.9%	23 35.9%	16 41.0%	9 33.3%	26 34.7%	10 32.3%	10 40.0%	2 14.3%	18 43.9%	6 37.5%	27 36.0%	20 36.4%	14 35.0%
3=3rd Priority	13 18.6% d	16 25.0%	7 17.9% d	12 44.4% ac	18 24.0%	8 25.8%	6 24.0%	3 21.4%	7 17.1%	6 37.5%	16 21.3%	16 29.1%	7 17.5%
Mean	1.7	1.9	1.8	2.2	1.8	1.8	1.9	1.6	1.8	2.1	1.8	1.9	1.7
SD	0.8 D	0.8	0.7 d	0.8 Ac	0.8	0.8	0.8	0.9	0.7	0.8	0.8	0.8	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=1st Priority	28 24.1%	5 35.7%	2 16.7%	0 0.0%	0 0.0%	1 50.0%	2 18.2%	3 42.9%	8 25.0%	2 14.3%	1 100.0%	1 7.7%	3 42.9%
2=2nd Priority	33 28.4%	4 28.6%	5 41.7%	0 0.0%	0 0.0%	1 50.0%	2 18.2%	1 14.3%	12 37.5%	4 28.6%	0 0.0%	2 15.4%	2 28.6%
3=3rd Priority	55 47.4%	5 35.7%	5 41.7%	1 100.0%	1 100.0%	0 0.0%	7 63.6%	3 42.9%	12 37.5%	8 57.1%	0 0.0%	10 76.9%	2 28.6%
Mean	2.2	2.0	2.3	3.0	3.0	1.5	2.5	2.0	2.1	2.4	1.0	2.7	1.9
SD	0.8	0.9	0.8	0.0	0.0	0.7	0.8	1.0	0.8	0.8	0.0	0.6	0.9
		k				k			k			ahl	k

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	15 28.8%	4 12.1%	7 30.4%	2 25.0%	11 29.7%	2 16.7%	3 16.7%	1 12.5%	8 26.7%	3 30.0%	11 22.9%	7 22.6%	4 20.0%
2=2nd Priority	16 30.8%	6 18.2%	9 39.1%	2 25.0%	14 37.8%	2 16.7%	4 22.2%	3 37.5%	7 23.3%	3 30.0%	10 20.8%	11 35.5%	9 45.0%
3=3rd Priority	21 40.4%	23 69.7%	7 30.4%	4 50.0%	12 32.4%	8 66.7%	11 61.1%	4 50.0%	15 50.0%	4 40.0%	27 56.3%	13 41.9%	7 35.0%
Mean	2.1	2.6	2.0	2.3	2.0	2.5	2.4	2.4	2.2	2.1	2.3	2.2	2.2
SD	0.8 b	0.7 aC	0.8 B	0.9	0.8	0.8	0.8	0.7	0.9	0.9	0.8	0.8	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=1st Priority	72 33.2%	1 33.3%	4 26.7%	0 0.0%	2 33.3%	0 0.0%	6 24.0%	10 45.5%	7 25.9%	15 41.7%	6 54.5%	14 31.8%	5 25.0%
2=2nd Priority	92 42.4%	0 0.0%	5 33.3%	1 100.0%	4 66.7%	3 60.0%	13 52.0%	7 31.8%	12 44.4%	14 38.9%	2 18.2%	20 45.5%	11 55.0%
3=3rd Priority	53 24.4%	2 66.7%	6 40.0%	0 0.0%	0 0.0%	2 40.0%	6 24.0%	5 22.7%	8 29.6%	7 19.4%	3 27.3%	10 22.7%	4 20.0%
Mean	1.9	2.3	2.1	2.0	1.7	2.4	2.0	1.8	2.0	1.8	1.7	1.9	2.0
SD	0.8	1.2	0.8	0.0	0.5 e	0.5 d	0.7	0.8	0.8	0.8	0.9	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	13 21.7% b	35 38.0% a	10 37.0%	14 37.8%	21 26.9%	12 40.0%	14 43.8%	3 20.0%	14 31.8%	8 50.0%	19 23.8% bc	26 41.9% a	21 42.9% a
2=2nd Priority	28 46.7% c	41 44.6% c	6 22.2% ab	17 45.9%	34 43.6%	11 36.7%	13 40.6%	9 60.0% f	20 45.5%	3 18.8% d	40 50.0% C	28 45.2% c	12 24.5% Ab
3=3rd Priority	19 31.7% b	16 17.4% ac	11 40.7% bd	6 16.2% c	23 29.5%	7 23.3%	5 15.6%	3 20.0%	10 22.7%	5 31.3%	21 26.3%	8 12.9% c	16 32.7% b
Mean	2.1	1.8	2.0	1.8	2.0	1.8	1.7	2.0	1.9	1.8	2.0	1.7	1.9
SD	0.7 bd	0.7 a	0.9	0.7 a	0.8	0.8	0.7	0.7	0.7	0.9	0.7 B	0.7 A	0.9

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=1st Priority	57 30.0%	2 25.0%	7 43.8% j	0 0.0%	0 0.0%	2 33.3%	4 26.7%	3 18.8%	10 34.5%	10 32.3%	0 0.0% bk	16 42.1% j	3 20.0%
2=2nd Priority	66 34.7%	4 50.0%	4 25.0%	1 50.0%	0 0.0%	2 33.3%	5 33.3%	9 56.3% h	7 24.1% g	13 41.9%	3 37.5%	12 31.6%	4 26.7%
3=3rd Priority	67 35.3%	2 25.0% d	5 31.3% d	1 50.0%	4 100.0% abfghIK	2 33.3%	6 40.0% d	4 25.0% d	12 41.4% d	8 25.8% D	5 62.5%	10 26.3% D	8 53.3%
Mean	2.1	2.0	1.9	2.5	3.0	2.0	2.1	2.1	2.1	1.9	2.6	1.8	2.3
SD	0.8	0.8	0.9 j	0.7	0.0	0.9	0.8	0.7	0.9	0.8 j	0.5 bik	0.8 j	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	16 30.8%	27 33.8%	5 18.5%	9 29.0%	24 38.1%	8 21.6%	8 27.6%	3 33.3%	11 28.9%	2 15.4%	25 34.2%	15 28.8%	8 21.1%
2=2nd Priority	16 30.8%	30 37.5%	12 44.4%	8 25.8%	19 30.2% f	13 35.1%	12 41.4%	2 22.2%	12 31.6%	8 61.5% a	27 37.0%	12 23.1% c	17 44.7% b
3=3rd Priority	20 38.5%	23 28.8%	10 37.0%	14 45.2%	20 31.7%	16 43.2%	9 31.0%	4 44.4%	15 39.5%	3 23.1%	21 28.8% b	25 48.1% a	13 34.2%
Mean	2.1	2.0	2.2	2.2	1.9	2.2	2.0	2.1	2.1	2.1	1.9	2.2	2.1
SD	0.8	0.8	0.7	0.9	0.8	0.8	0.8	0.9	0.8	0.6	0.8	0.9	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=1st Priority	15 22.1%	6 40.0%	1 9.1% d	0 0.0%	1 100.0% bik	0 0.0%	2 50.0%	1 20.0%	1 12.5%	0 0.0% d	3 42.9%	0 0.0% d	0 0.0%
2=2nd Priority	19 27.9%	4 26.7%	3 27.3%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	2 40.0%	3 37.5%	1 14.3%	2 28.6%	2 28.6%	0 0.0%
3=3rd Priority	34 50.0%	5 33.3% i	7 63.6%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	2 40.0%	4 50.0%	6 85.7% a	2 28.6%	5 71.4%	1 100.0%
Mean	2.3	1.9	2.5	---	1.0	---	1.8	2.2	2.4	2.9	1.9	2.7	3.0
SD	0.8	0.9 ik	0.7	---	0.0	---	1.0 i	0.8	0.7	0.4 afj	0.9 ik	0.5 aj	0.0

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	4 28.6%	1 5.6% c	7 31.8% b	2 15.4%	2 11.1%	2 22.2%	2 28.6%	1 16.7%	5 27.8%	2 22.2%	2 11.8%	7 26.9%	4 26.7%
2=2nd Priority	2 14.3%	5 27.8%	7 31.8%	5 38.5%	3 16.7%	3 33.3%	1 14.3%	2 33.3%	6 33.3%	4 44.4%	4 23.5%	7 26.9%	4 26.7%
3=3rd Priority	8 57.1%	12 66.7%	8 36.4%	6 46.2%	13 72.2%	4 44.4%	4 57.1%	3 50.0%	7 38.9%	3 33.3%	11 64.7%	12 46.2%	7 46.7%
Mean	2.3	2.6	2.0	2.3	2.6	2.2	2.3	2.3	2.1	2.1	2.5	2.2	2.2
SD	0.9	0.6 c	0.8 b	0.8	0.7	0.8	1.0	0.8	0.8	0.8	0.7	0.8	0.9

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

Topic 1: Marketplace Dynamics - Competitors

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=Increase	145 46.5%	15 65.2% Fk	17 60.7% F	1 33.3%	3 50.0%	2 28.6%	6 17.1% ABgHIjKL	13 44.8% f	22 46.8% F	24 60.0% Fk	8 53.3% f	19 38.8% afi	14 51.9% F
1=Decrease	25 8.0%	2 8.7%	2 7.1%	0 0.0%	0 0.0%	0 0.0%	5 14.3%	4 13.8%	2 4.3%	3 7.5%	2 13.3%	4 8.2%	1 3.7%
2=No Change	142 45.5%	6 26.1% eFk	9 32.1% F	2 66.7%	3 50.0%	5 71.4% a	24 68.6% ABgIj	12 41.4% f	23 48.9%	13 32.5% F	5 33.3% f	26 53.1% a	12 44.4%
Mean	2.4	2.6	2.5	2.3	2.5	2.3	2.0	2.3	2.4	2.5	2.4	2.3	2.5
SD	0.6	0.7 F	0.6 F	0.6	0.5	0.5	0.6 ABHIkL	0.7	0.6 F	0.6 F	0.7	0.6 f	0.6 F

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

Topic 1: Marketplace Dynamics - Competitors

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=Increase	39 40.6%	54 48.6%	29 50.9%	23 50.0%	56 52.8%	22 46.8%	18 40.9%	8 40.0%	27 40.3%	13 50.0%	50 43.5%	39 44.8%	35 52.2%
1=Decrease	6 6.3%	10 9.0%	5 8.8%	4 8.7%	4 3.8% Ce	4 8.5%	8 18.2% Af	1 5.0%	8 11.9% a	0 0.0% c	11 9.6%	6 6.9%	5 7.5%
2=No Change	51 53.1%	47 42.3%	23 40.4%	19 41.3%	46 43.4%	21 44.7%	18 40.9%	11 55.0%	32 47.8%	13 50.0%	54 47.0%	42 48.3%	27 40.3%
Mean	2.3	2.4	2.4	2.4	2.5	2.4	2.2	2.4	2.3	2.5	2.3	2.4	2.4
SD	0.6	0.7	0.7	0.7	0.6 ce	0.6	0.7 a	0.6	0.7 a	0.5	0.6	0.6	0.6

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

Topic 1: Marketplace Dynamics - Competitors

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=Increase	121 39.0%	9 39.1%	13 48.1%	2 66.7%	1 16.7%	1 14.3% h	14 40.0%	9 31.0% h	28 59.6% egiJK	13 32.5% h	3 20.0% H	16 32.7% H	10 38.5%
1=Decrease	14 4.5%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	2 6.9%	2 4.3%	3 7.5%	1 6.7%	1 2.0%	3 11.5%
2=No Change	175 56.5%	14 60.9%	13 48.1%	1 33.3%	5 83.3% h	6 85.7% h	20 57.1%	18 62.1% h	17 36.2% degijK	24 60.0% h	11 73.3% h	32 65.3% H	13 50.0%
Mean	2.3	2.4	2.4	2.7	2.2	2.1	2.4	2.2	2.6	2.3	2.1	2.3	2.3
SD	0.6	0.5	0.6	0.6	0.4	0.4	0.5	0.6 h	0.6 gijk	0.6 h	0.5 h	0.5 h	0.7

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

Topic 1: Marketplace Dynamics - Competitors

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=Increase	48 50.0% bd	40 36.4% a	20 35.1%	13 28.9% a	30 28.6% F	19 40.4%	17 39.5%	10 50.0%	27 40.3%	16 61.5% A	40 35.1%	30 34.9%	30 44.8%
1=Decrease	3 3.1%	6 5.5%	3 5.3%	2 4.4%	4 3.8%	1 2.1%	2 4.7%	1 5.0%	4 6.0%	2 7.7%	6 5.3%	4 4.7%	1 1.5%
2=No Change	45 46.9% d	64 58.2%	34 59.6%	30 66.7% a	71 67.6% F	27 57.4% f	24 55.8% f	9 45.0%	36 53.7% f	8 30.8% Abce	68 59.6%	52 60.5%	36 53.7%
Mean	2.5	2.3	2.3	2.2	2.2	2.4	2.3	2.5	2.3	2.5	2.3	2.3	2.4
SD	0.6 bd	0.6 a	0.6	0.5 a	0.5 f	0.5	0.6	0.6	0.6	0.6 a	0.6	0.6	0.5

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

Topic 1: Marketplace Dynamics - Competitors

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=Increase	241 77.5%	16 72.7% e	21 75.0% e	2 66.7%	2 33.3% fGhIjkl	2 28.6% abfGhIJKl	27 77.1% de	26 89.7% DE	34 72.3% e	35 87.5% DE	14 93.3% DE	38 77.6% dE	22 81.5% de
1=Decrease	9 2.9%	0 0.0% c	1 3.6%	1 33.3% aFhijkl	1 16.7% fl	0 0.0%	0 0.0% Cd	1 3.4%	2 4.3% c	1 2.5% c	0 0.0% c	2 4.1% c	0 0.0% Cd
2=No Change	61 19.6%	6 27.3% e	6 21.4% e	0 0.0%	3 50.0% Gij	5 71.4% abfGhIJKl	8 22.9% e	2 6.9% DE	11 23.4% e	4 10.0% dE	1 6.7% dE	9 18.4% E	5 18.5% e
Mean	2.7	2.7	2.7	2.3	2.2	2.3	2.8	2.9	2.7	2.9	2.9	2.7	2.8
SD	0.5	0.5 de	0.5 d	1.2	0.8 abFGhIjkl	0.5 afGIJKl	0.4 De	0.4 DE	0.6 d	0.4 DE	0.3 DE	0.5 de	0.4 DE

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

Topic 1: Marketplace Dynamics - Competitors

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=Increase	73 76.0%	88 79.3%	43 76.8%	35 76.1%	71 67.0% cf	38 80.9%	37 84.1% a	17 89.5%	53 79.1%	23 88.5% a	90 78.9%	67 77.0%	48 71.6%
1=Decrease	4 4.2%	3 2.7%	0 0.0%	2 4.3%	3 2.8%	0 0.0%	3 6.8%	0 0.0%	3 4.5%	0 0.0%	2 1.8%	3 3.4%	4 6.0%
2=No Change	19 19.8%	20 18.0%	13 23.2%	9 19.6%	32 30.2% Ce	9 19.1%	4 9.1% A	2 10.5%	11 16.4% a	3 11.5%	22 19.3%	17 19.5%	15 22.4%
Mean	2.7	2.8	2.8	2.7	2.6	2.8	2.8	2.9	2.7	2.9	2.8	2.7	2.7
SD	0.5	0.5	0.4	0.5	0.5 df	0.4	0.6	0.3 a	0.5	0.3 a	0.5	0.5	0.6

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

Topic 1: Marketplace Dynamics - Competitors

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=Increase	195 62.9%	17 73.9% df	22 78.6% DFL	3 100.0% dl	1 16.7% aBcgHijk	3 42.9% h	15 44.1% aBH	19 65.5% dl	37 78.7% DeFL	24 61.5% d	11 73.3% dl	31 63.3% dl	10 37.0% aBcgHjk
1=Decrease	9 2.9%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	1 3.4%	3 6.4%	1 2.6%	0 0.0%	2 4.1%	0 0.0%
2=No Change	106 34.2%	5 21.7% DfL	6 21.4% DfL	0 0.0% dl	5 83.3% ABcgHijk	4 57.1% h	18 52.9% abH	9 31.0% dl	7 14.9% DeFikL	14 35.9% dhl	4 26.7% dl	16 32.7% dhl	17 63.0% ABcgHijk
Mean	2.6	2.7	2.8	3.0	2.2	2.4	2.4	2.6	2.7	2.6	2.7	2.6	2.4
SD	0.5	0.6 dl	0.4 DFL	0.0	0.4 aBhj	0.5	0.6 Bh	0.6	0.6 dfL	0.5	0.5 dl	0.6	0.5 aBHj

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

Topic 1: Marketplace Dynamics - Competitors

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=Increase	58 61.1%	77 69.4%	35 61.4%	24 53.3%	58 55.2% df	29 63.0%	28 63.6%	16 80.0% a	42 62.7%	20 76.9% a	61 53.5%	55 63.2%	45 67.2%
1=Decrease	3 3.2%	4 3.6%	1 1.8%	1 2.2%	2 1.9%	3 6.5%	1 2.3%	0 0.0%	3 4.5%	0 0.0%	3 2.6%	2 2.3%	2 3.0%
2=No Change	34 35.8%	30 27.0% d	21 36.8%	20 44.4% b	45 42.9%	14 30.4%	15 34.1%	4 20.0%	22 32.8%	6 23.1%	50 43.9%	30 34.5%	20 29.9%
Mean	2.6	2.7	2.6	2.5	2.5	2.6	2.6	2.8	2.6	2.8	2.5	2.6	2.6
SD	0.6	0.5	0.5	0.5	0.5 df	0.6	0.5	0.4 a	0.6	0.4 a	0.6	0.5	0.5

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

Topic 1: Marketplace Dynamics - Competitors

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=Increase	206 66.9%	16 69.6%	15 53.6% i	1 33.3%	3 50.0%	2 28.6% fghi	25 71.4% e	22 75.9% e	33 70.2% e	31 79.5% bE	9 60.0%	30 63.8%	18 69.2%
1=Decrease	11 3.6%	2 8.7%	2 7.1%	1 33.3% fGhIjKL	0 0.0%	2 28.6% fGHIjKL	1 2.9% ce	0 0.0% CE	1 2.1% cE	0 0.0% CE	0 0.0% ce	2 4.3% ce	0 0.0% CE
2=No Change	91 29.5%	5 21.7%	11 39.3%	1 33.3%	3 50.0%	3 42.9%	9 25.7%	7 24.1%	13 27.7%	8 20.5%	6 40.0%	15 31.9%	8 30.8%
Mean	2.6	2.6	2.5	2.0	2.5	2.0	2.7	2.8	2.7	2.8	2.6	2.6	2.7
SD	0.6	0.7	0.6 gi	1.0 ghll	0.5	0.8 FGHIjKL	0.5 E	0.4 bcE	0.5 cE	0.4 bCE	0.5 e	0.6 e	0.5 cE

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

Topic 1: Marketplace Dynamics - Competitors

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=Increase	64 67.4%	70 64.2%	40 70.2%	31 68.9%	61 58.1% cf	30 66.7%	34 79.1% a	13 65.0%	44 65.7%	22 84.6% a	73 64.6%	57 66.3%	45 67.2%
1=Decrease	3 3.2%	4 3.7%	3 5.3%	1 2.2%	4 3.8%	1 2.2%	1 2.3%	0 0.0%	4 6.0%	1 3.8%	7 6.2%	2 2.3%	1 1.5%
2=No Change	28 29.5%	35 32.1%	14 24.6%	13 28.9%	40 38.1% cf	14 31.1%	8 18.6% a	7 35.0%	19 28.4%	3 11.5% a	33 29.2%	27 31.4%	21 31.3%
Mean	2.6	2.6	2.6	2.7	2.5	2.6	2.8	2.7	2.6	2.8	2.6	2.6	2.7
SD	0.5	0.6	0.6	0.5	0.6 cf	0.5	0.5 a	0.5	0.6	0.5 a	0.6	0.5	0.5

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

Topic 1: Marketplace Dynamics - Competitors

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=Increase	82 26.5%	4 17.4%	10 35.7%	0 0.0%	3 50.0%	3 42.9%	10 28.6%	8 27.6%	11 23.4%	11 27.5%	2 13.3%	13 27.1%	6 23.1%
1=Decrease	15 4.9%	1 4.3%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	7 14.9%	0 0.0%	2 13.3%	3 6.3%	1 3.8%
2=No Change	212 68.6%	18 78.3%	17 60.7%	3 100.0%	3 50.0%	4 57.1%	25 71.4%	21 72.4%	29 61.7%	29 72.5%	11 73.3%	32 66.7%	19 73.1%
Mean	2.2	2.1	2.3	2.0	2.5	2.4	2.3	2.3	2.1	2.3	2.0	2.2	2.2
SD	0.5	0.5	0.5	0.0	0.5	0.5	0.5	0.5	0.6	0.5	0.5	0.5	0.5

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

Topic 1: Marketplace Dynamics - Competitors

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=Increase	25 26.3%	32 29.1%	13 22.8%	11 24.4%	21 20.2% f	14 29.8%	14 32.6%	7 35.0%	14 20.9% f	11 42.3% ae	26 22.8%	27 31.8%	17 25.4%
1=Decrease	8 8.4%	3 2.7%	2 3.5%	2 4.4%	7 6.7%	3 6.4%	1 2.3%	0 0.0%	4 6.0%	0 0.0%	2 1.8%	5 5.9%	4 6.0%
2=No Change	62 65.3%	75 68.2%	42 73.7%	32 71.1%	76 73.1%	30 63.8%	28 65.1%	13 65.0%	49 73.1%	15 57.7%	86 75.4% b	53 62.4% a	46 68.7%
Mean	2.2	2.3	2.2	2.2	2.1	2.2	2.3	2.4	2.1	2.4	2.2	2.3	2.2
SD	0.6	0.5	0.5	0.5	0.5 f	0.6	0.5	0.5	0.5 f	0.5 ae	0.5	0.6	0.5

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Existing products or services in existing markets	260 52.9 24.2	20 49.8 29.3	25 54.0 22.9	1 90.0 ---	6 50.0 15.5	5 59.0 17.5	31 52.7 24.0	23 61.3 24.7 h	36 47.1 24.2 g	33 52.7 23.5	12 55.0 26.3	42 51.9 23.6	24 54.8 26.1
New products or services in existing markets	260 22.4 19.5	20 28.3 25.8	25 22.4 24.1	1 5.0 ---	6 25.8 23.3	5 21.0 16.7	31 17.9 10.7	23 21.7 19.7	36 24.3 15.5	33 19.5 11.2	12 23.3 20.2	42 21.8 21.4	24 25.8 28.0
Existing products or services in new markets	260 15.1 13.4	20 13.5 11.4 g	25 14.4 12.8 g	1 5.0 ---	6 15.8 12.8 g	5 13.0 18.6	31 18.5 15.0 G	23 7.4 7.1 abdFhIKl	36 14.8 12.1 g	33 16.4 13.5 G	12 12.9 12.0	42 18.4 15.2 G	24 14.7 15.3 g
New products or services in new markets	260 9.6 13.5	20 8.5 9.5	25 9.2 13.0	1 0.0 ---	6 8.3 2.6	5 7.0 6.7	31 10.8 11.6 l	23 9.6 22.2	36 13.8 19.6 l	33 11.4 11.8 l	12 8.8 8.8	42 8.0 10.6	24 4.8 5.8 fhi

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Existing products or services in existing markets	80 48.9 24.1	93 55.8 22.8	47 52.3 25.7	39 54.4 25.8	85 54.1 28.8	39 53.2 22.9	38 56.7 18.5	18 54.6 20.8	58 50.3 23.1	21 46.4 22.4	113 55.9 25.9 b	83 48.2 21.8 a
New products or services in existing markets	80 23.1 18.7 b	93 17.7 16.4 aCD	47 26.1 20.4 B	39 27.3 24.8 B	85 21.9 23.7	39 23.1 16.6	38 18.8 14.4	18 22.8 16.6	58 24.2 19.9	21 24.5 16.1	113 20.0 21.3	83 25.1 17.4	64 22.9 18.6
Existing products or services in new markets	80 15.3 13.1	93 17.9 14.9 cd	47 12.4 10.7 b	39 11.5 12.0 b	85 13.7 15.2	39 14.6 14.6	38 15.1 11.5	18 14.9 12.1	58 16.4 12.8	21 17.1 8.2	113 14.1 13.7	83 17.7 14.2	64 13.6 11.4
New products or services in new markets	80 12.6 15.1 bd	93 8.6 11.6 a	47 9.1 16.6	39 6.8 8.3 a	85 10.4 18.5	39 9.1 10.5	38 9.3 10.9	18 7.8 8.1	58 9.0 10.1	21 11.9 11.1	113 10.0 16.5	83 9.0 9.7	64 9.9 11.7

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Existing products or services in existing markets	254	21	24	1	5	5	31	22	35	31	10	42	25
	46.0	41.7	51.9	80.0	41.0	54.0	43.7	50.2	40.8	44.7	50.0	47.4	48.0
	24.2	27.1	21.0	---	23.0	19.8	23.2	26.8	25.3	23.2	25.4	23.3	26.1
New products or services in existing markets	254	21	24	1	5	5	31	22	35	31	10	42	25
	24.3	27.6	19.2	5.0	33.0	26.0	21.6	27.9	28.4	21.9	23.5	22.0	25.6
	18.4	19.1	16.2 h	---	26.4	20.7	11.6	22.3	16.9 b	13.2	17.0	20.1	25.4
Existing products or services in new markets	254	21	24	1	5	5	31	22	35	31	10	42	25
	17.1	13.6	14.8	15.0	17.0	15.0	20.4	8.9	15.8	19.8	14.0	22.0	17.6
	14.8	12.2 k	12.6	---	15.2	21.2	15.1 G	9.2 FhIKl	13.8 g	15.3 G	13.1	17.2 aG	16.4 g
New products or services in new markets	254	21	24	1	5	5	31	22	35	31	10	42	25
	12.6	17.1	14.2	0.0	9.0	5.0	14.3	13.0	15.0	13.5	12.5	8.6	8.8
	15.8	25.4	17.2	---	6.5	7.1	13.4	22.3	17.6	13.1	9.5	11.2	11.0

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Existing products or services in existing markets	80	92	45	36	85	37	38	17	55	21	109	80	65
	40.1	48.8	46.9	50.3	49.6	43.9	48.3	45.7	44.1	36.4	49.7	43.3	43.3
	24.3	22.5	25.0	25.6	29.2	21.2	19.7	15.9	24.2	17.8	25.8	22.2	23.2
	bd	a		a			f			c			
New products or services in existing markets	80	92	45	36	85	37	38	17	55	21	109	80	65
	26.5	19.0	27.1	29.2	22.1	24.8	22.8	29.4	25.0	29.5	21.5	26.5	26.2
	18.4	13.8	16.9	26.4	22.8	13.8	13.5	18.3	17.5	15.0	20.3	14.8	18.6
	B	ACD	B	B									
Existing products or services in new markets	80	92	45	36	85	37	38	17	55	21	109	80	65
	17.5	21.6	12.1	11.5	15.2	18.6	16.9	15.5	18.6	18.6	17.1	18.8	15.0
	14.1	16.2	11.7	12.3	16.1	17.4	12.2	13.9	13.9	9.8	16.2	14.6	12.2
	cd	CD	aB	aB									
New products or services in new markets	80	92	45	36	85	37	38	17	55	21	109	80	65
	15.9	10.6	13.9	9.0	13.0	12.6	12.1	9.4	12.4	15.5	11.7	11.5	15.5
	16.9	13.6	19.9	11.3	20.9	12.4	12.0	9.0	14.1	12.1	17.4	12.3	16.6
	bd	a		a									

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Growth from your firm internally	267 74.0 27.1	22 70.8 28.8	25 70.4 30.6	1 95.0 ---	6 72.5 29.3	6 78.3 39.6	32 75.3 25.0	25 74.9 31.2	36 68.1 26.2	32 76.3 26.6	12 83.8 17.3	43 78.6 25.0	25 70.2 28.8
Growth from partnerships	267 12.0 19.6	22 10.0 14.4	25 19.4 28.1 l	1 0.0 ---	6 13.3 15.1	6 5.0 10.0	32 12.5 19.8	25 16.4 30.3	36 13.5 15.3	32 13.1 21.3	12 8.8 11.5	43 8.8 17.9	25 6.8 8.8 b
Growth from acquisitions	267 10.0 17.8	22 12.6 22.1	25 5.2 11.9	1 5.0 ---	6 10.0 15.5	6 16.7 38.4	32 10.3 16.7	25 5.4 12.8	36 11.8 14.7	32 8.6 17.1	12 3.8 8.0	43 11.1 17.4	25 16.4 25.8
Growth from licensing arrangements	267 3.9 9.1	22 6.5 10.4 fiK	25 5.0 7.2 fk	1 0.0 ---	6 4.2 8.0	6 0.0 0.0	32 1.9 3.5 abh	25 3.3 10.2	36 6.7 11.6 fiK	32 2.0 5.1 ah	12 3.8 7.4	43 1.6 4.1 AbH	25 6.6 16.3

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Growth from your firm internally	83 73.4 26.2	95 74.7 27.9	49 71.3 31.0	39 77.2 22.8	88 80.9 26.7 eF	40 71.1 25.4	40 71.2 29.5	18 76.8 15.8	60 70.3 26.5 a	20 62.8 33.0 A	115 77.3 25.7 b	86 69.0 29.4 a
Growth from partnerships	83 12.4 17.7	95 11.3 20.5	49 12.4 21.0	39 12.2 20.1	88 13.8 23.1	40 14.6 20.9	40 13.3 20.7	18 7.2 8.8	60 8.5 16.4	20 12.5 11.9	115 11.3 20.4	86 12.1 20.8	66 13.2 16.5
Growth from acquisitions	83 10.3 16.9	95 11.3 18.1	49 10.5 21.0	39 6.0 14.5	88 3.0 11.9 BCDEF	40 11.0 19.0 A	40 13.0 22.2 A	18 13.6 13.5 A	60 14.9 19.9 A	20 15.4 16.7 A	115 7.7 16.6 B	86 14.6 20.7 Ac	66 8.0 14.5 b
Growth from licensing arrangements	83 3.9 7.4	95 2.8 7.0	49 5.8 13.1	39 4.6 10.5	88 2.3 7.2 eF	40 3.3 5.9 f	40 2.5 6.4 F	18 2.3 4.2 f	60 6.4 12.7 a	20 9.4 12.9 AbCd	115 3.6 10.4	86 4.2 8.7	66 4.0 7.0

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

Topic 2: Firm Growth Strategies

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

Number of respondents	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Mean	269	22	25	1	6	6	32	26	36	33	13	42	25
SD	79.6	70.0	84.6	100.0	74.8	88.3	71.8	89.7	68.7	86.8	79.5	81.6	84.8
	23.1	27.0	23.9	---	17.6	28.6	23.2	14.9	24.2	20.7	23.5	20.9	21.3
		Gil	fh		g		bGIl	AdFH	bGikL	aFH		h	aFH
Domestic sales percent	270	22	25	1	6	6	32	26	36	33	13	43	25
	11.3	9.7	18.4	0.0	8.3	1.7	6.2	23.6	11.7	7.0	25.5	8.1	6.6
	18.2	16.5	23.9	---	5.2	4.1	9.3	26.3	17.7	13.9	22.2	15.7	14.0
		gi	Fikl		e	dj	BGJ	aFhIKL	gj	bGJ	aeFhIKL	bGJ	bGJ
Internet sales percent	270	22	25	1	6	6	32	26	36	33	13	43	25
	11.3	9.7	18.4	0.0	8.3	1.7	6.2	23.6	11.7	7.0	25.5	8.1	6.6
	18.2	16.5	23.9	---	5.2	4.1	9.3	26.3	17.7	13.9	22.2	15.7	14.0
		gi	Fikl		e	dj	BGJ	aFhIKL	gj	bGJ	aeFhIKL	bGJ	bGJ

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Domestic sales percent	83 70.3 24.0 BcD	95 84.4 19.8 A	50 80.3 24.7 a	40 86.8 20.8 A	89 89.6 18.6 bCDEF	40 82.1 21.0 aF	40 75.9 21.6 AF	18 73.9 25.6 Af	61 75.1 24.1 AF	21 58.1 21.6 ABCdE	114 83.7 21.3 b	87 75.7 23.7 a	68 77.9 24.2
Internet sales percent	83 10.3 16.9	96 9.2 16.8	50 15.0 21.3	40 14.0 19.3	89 16.0 23.0 be	40 7.3 11.1 a	40 10.1 17.3	18 5.8 7.7	61 8.6 15.3 a	21 14.1 18.2	115 0.0 0.0	87 5.4 3.3 C	68 38.0 18.0 B

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

Topic 3: Marketing Spending

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

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Overall marketing spending	165 5.1 13.2	15 7.6 13.6	14 5.6 14.1	0 --- ---	4 -6.0 18.8 i	4 19.3 21.6 FhK	20 2.3 7.4 Ei	17 7.9 22.4	20 2.8 10.4 e	20 9.1 12.2 dfk	7 1.1 5.4	30 3.0 7.3 Ei	14 6.1 15.1
Digital marketing spending	144 10.8 17.5	17 10.5 19.1	10 6.5 9.9	0 --- ---	4 10.0 8.9	4 16.3 29.3	16 5.9 6.1	16 18.4 26.8	18 6.9 14.9	19 13.1 14.8	7 7.9 2.7	22 11.3 21.1	11 12.9 19.2
Traditional advertising spending	130 -3.6 14.6	12 -2.0 16.8	8 0.0 6.0	0 --- ---	4 -10.0 22.8	4 10.0 14.1 Fhkl	17 -5.0 6.6 E	16 2.8 19.5	16 -5.6 12.7 e	17 -1.1 13.1	7 -3.3 8.7	20 -8.7 16.1 e	9 -11.6 16.1 E
Brand building	129 4.3 10.7	12 9.6 15.7	9 3.9 4.0	0 --- ---	3 6.7 5.8	3 0.3 0.6	16 4.2 5.3	15 5.6 9.6	17 0.6 10.8	19 3.7 11.3	6 2.8 3.7	20 5.7 15.4	9 1.7 7.5
Customer relationship management	124 7.9 13.0	9 14.3 20.8	10 3.7 7.5	0 --- ---	4 6.5 9.1	4 18.2 22.1 hi	16 9.4 13.1	12 8.0 14.8	15 2.4 8.8 e	17 5.3 7.3 e	5 6.4 6.1	23 7.8 11.0	9 14.6 20.9
New product introductions	123 7.8 11.2	14 12.6 13.2 k	11 8.5 10.3	0 --- ---	2 1.0 1.4	3 16.0 16.8 k	19 6.2 7.5	14 8.0 14.1	15 4.3 11.0	15 11.9 11.2 K	5 6.6 13.1	17 3.1 6.6 ael	8 10.1 14.3
New service introductions	108 4.5 7.9	7 4.0 7.3	8 4.8 7.1	0 --- ---	3 5.7 4.0 f	3 7.0 5.2 F	13 0.8 2.8 dEil	13 6.5 12.4	15 1.9 8.6	15 6.2 6.3 F	5 5.6 10.9	18 4.6 7.1	8 6.9 8.8 f
Marketing (non-sales) hires	121 4.6 12.2	11 6.7 15.3	9 2.6 14.6	0 --- ---	3 3.0 4.4	3 41.5 0.0	17 0.6 2.4 il	14 -1.5 11.1 il	16 4.5 12.6	15 6.3 8.5 fg	6 3.5 6.0	19 3.6 10.0	8 9.8 13.9 fg
Integrating what we know about marketing	104 6.0 21.1	7 3.7 4.6	8 4.4 6.7 e	0 --- ---	2 0.0 0.0	4 40.0 45.3 bFhI	15 1.9 2.3 E	12 14.5 33.8	13 -2.0 27.7 e	14 2.9 6.7 E	5 2.0 2.7	18 9.0 23.4	6 1.7 5.2

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Developing knowledge about how to do marketing	100	8	7	0	3	3	13	13	12	13	5	16	7
	3.8	3.9	5.0	---	0.7	16.5	2.2	5.3	1.5	4.9	2.0	4.3	0.1
	8.0	7.4	9.0	---	0.6	17.7 Fkl	3.2 E	9.9	10.8	8.6	2.1	5.7 e	2.9 e
Marketing training	106	8	6	0	4	2	13	14	13	15	5	18	8
	2.5	1.4	0.8	---	0.5	6.0	0.0	4.5	1.2	3.2	0.6	5.0	1.4
	6.6	3.5	1.3	---	0.6	5.7	3.5 k	9.4	10.2	4.9	0.9	8.3 f	2.3
Marketing research and intelligence	123	13	9	0	4	4	18	13	16	15	5	17	9
	4.8	9.5	2.6	---	0.3	14.4	3.5	7.0	3.1	6.7	0.6	1.1	6.3
	9.5	12.0 K	2.2 e	---	0.5	15.4 bK	9.4	13.3	9.6	9.8 k	1.3	3.0 AEil	8.8 k
Marketing consulting services	108	9	9	0	3	2	15	12	14	14	5	19	6
	4.0	5.2	8.7	---	10.0	13.0	1.1	0.3	-0.1	11.3	1.8	5.6	-6.0
	11.2	9.8	15.0	---	10.0 fG	17.0 fG	4.7 dei	0.8 DEi	10.7 i	14.8 fghl	2.5	11.4	14.2 i

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

Topic 3: Marketing Spending

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Overall marketing spending	51 4.4 11.3	58 4.7 13.3	30 7.0 17.2	26 5.3 11.8	49 10.9 15.8 bCef	29 3.5 9.3 a	26 1.2 9.2 A	10 5.1 21.8	37 3.3 11.7 a	13 0.3 4.1 a	71 7.7 14.4 c	53 4.9 11.5	40 1.4 12.4 a
Digital marketing spending	44 10.7 16.9	48 11.5 19.4	30 11.2 18.6	22 9.0 13.4	37 14.9 24.4 c	26 12.0 15.0 c	22 2.7 10.9 abD	10 18.5 19.9 C	34 9.9 14.8	14 7.6 7.3	58 13.1 20.6 c	49 12.8 16.8 c	37 4.7 10.7 ab
Traditional advertising spending	42 -4.8 14.9	41 -3.7 12.9	25 -3.4 19.8	22 -1.5 10.2	32 2.4 12.6 cef	22 -2.8 14.7	21 -5.9 13.4 a	9 -8.2 19.3	33 -5.7 15.1 a	13 -7.9 14.0 a	53 -0.9 14.6	44 -4.8 14.2	33 -6.5 14.8
Customer relationship management	42 8.3 14.3	42 7.7 11.4	21 10.4 17.3	19 4.8 7.0	32 10.3 16.3	24 7.7 11.2	22 5.5 12.4	5 7.0 8.4	29 7.1 11.5	11 8.4 15.1	54 8.2 13.9	40 9.6 13.3	30 5.1 11.0
New product introductions	47 8.1 11.6	36 4.3 6.9 C	24 11.7 13.7 B	16 8.9 12.3	34 10.9 13.1 cf	23 7.9 9.1 f	20 3.5 7.7 a	7 10.1 16.2	28 8.7 11.6	11 1.8 5.5 ab	56 8.8 10.8	38 7.3 11.2	29 6.4 12.1
Marketing (non-sales) hires	41 3.8 11.9	41 5.7 12.4	24 3.1 12.9	15 6.0 11.7	32 5.7 14.7	21 5.6 8.1 f	19 5.6 13.9	8 3.6 13.9	29 4.1 12.7	12 0.2 1.9 b	49 6.8 11.7	41 4.3 11.0	31 1.4 13.8
New service introductions	35 3.3 8.6	38 5.7 7.4	17 3.0 7.8	18 5.7 7.5	27 3.4 5.1	20 7.2 8.8 C	16 -0.1 6.2 Bde	6 7.5 9.9 c	28 6.7 9.6 c	11 1.5 4.0	45 5.0 7.2	37 6.0 8.7 c	26 1.5 7.1 b
Brand building	40 4.5 11.0	42 4.7 10.3	25 6.1 12.9	22 0.8 7.5	34 5.8 11.1	23 5.1 4.8 dF	22 3.1 9.8 d	8 13.6 15.0 beef	31 1.8 13.0 d	11 0.2 3.9 Bd	56 5.0 9.5	41 4.5 12.4	32 2.7 10.5
Integrating what we know about marketing	33 0.7 17.6	36 8.7 24.4	18 10.2 25.4	17 6.0 12.4	28 7.3 20.8	17 2.1 2.9 d	16 -1.9 24.4	5 25.2 42.6 b	27 10.1 23.0	10 0.8 2.9	44 6.8 17.1	35 9.3 24.6	25 -0.2 21.6

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

Topic 3: Marketing Spending

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Developing knowledge about how to do marketing	33 3.0 8.2	33 3.5 5.8	19 5.3 11.5	15 4.1 6.8	27 5.3 9.4	17 2.0 3.0	16 1.4 8.7	4 2.8 2.6	25 6.0 9.6	10 1.0 3.0	41 3.6 7.1	35 4.5 6.9
Marketing training	33 3.2 11.0	37 2.6 3.3	20 1.4 2.6	16 1.9 3.4	26 2.7 7.3	20 4.0 7.9	19 0.2 8.3	5 1.8 2.2	25 3.3 4.8	10 0.9 2.2	44 2.6 6.4	35 2.9 4.1	27 1.7 9.2
Marketing research and intelligence	40 4.1 9.1	40 3.9 8.6	25 8.4 13.0	18 3.3 4.8	29 4.9 10.4	21 3.4 3.9	20 3.9 11.3	7 8.0 10.9	35 6.5 10.9	10 1.3 2.0	52 4.3 9.1	40 7.2 10.2	31 2.5 8.6 c b
Marketing consulting services	34 3.2 13.0	38 6.3 10.6	20 0.9 10.9	16 4.4 8.5	29 6.5 13.1	19 5.2 9.9	18 0.4 9.9	6 6.8 12.0	25 4.3 9.7	10 -2.2 11.9	44 5.6 9.6	35 3.2 8.4	29 2.7 15.7

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	109 66.1%	12 80.0% f	9 64.3%	0 0.0%	2 50.0%	3 75.0%	9 45.0% ai	13 76.5%	14 70.0%	17 85.0% f	4 57.1%	18 60.0%	8 57.1%
0=Zero	33 20.0%	2 13.3%	3 21.4%	0 0.0%	1 25.0%	1 25.0%	6 30.0%	1 5.9%	2 10.0%	2 10.0%	2 28.6%	9 30.0%	4 28.6%
-1=Negative	23 13.9%	1 6.7%	2 14.3%	0 0.0%	1 25.0%	0 0.0%	5 25.0%	3 17.6%	4 20.0%	1 5.0%	1 14.3%	3 10.0%	2 14.3%
Mean	0.5	0.7	0.5	---	0.3	0.8	0.2	0.6	0.5	0.8	0.4	0.5	0.4
SD	0.7	0.6 f	0.8	---	1.0	0.5	0.8 al	0.8	0.8	0.5 F	0.8	0.7	0.8

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
1=Positive	32 62.7%	37 63.8%	22 73.3%	18 69.2%	36 73.5%	23 79.3% f	15 57.7%	6 60.0%	22 59.5%	6 46.2% b	46 64.8%	37 69.8%	26 65.0%
0=Zero	9 17.6%	14 24.1%	4 13.3%	6 23.1%	9 18.4%	3 10.3%	8 30.8%	1 10.0%	8 21.6%	4 30.8%	18 25.4%	9 17.0%	6 15.0%
-1=Negative	10 19.6%	7 12.1%	4 13.3%	2 7.7%	4 8.2%	3 10.3%	3 11.5%	3 30.0%	7 18.9%	3 23.1%	7 9.9%	7 13.2%	8 20.0%
Mean	0.4	0.5	0.6	0.6	0.7	0.7	0.5	0.3	0.4	0.2	0.5	0.6	0.5
SD	0.8	0.7	0.7	0.6	0.6 f	0.7	0.7	0.9	0.8	0.8 a	0.7	0.7	0.8

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	114 79.2%	13 76.5%	8 80.0%	0 0.0%	4 100.0%	2 50.0% i	11 68.8%	14 87.5%	15 83.3%	18 94.7% ek	7 100.0%	14 63.6% i	8 72.7%
0=Zero	24 16.7%	2 11.8%	1 10.0%	0 0.0%	0 0.0%	2 50.0% i	4 25.0%	2 12.5%	2 11.1%	1 5.3% ek	0 0.0%	7 31.8% i	3 27.3%
-1=Negative	6 4.2%	2 11.8%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	1 4.5%	0 0.0%
Mean	0.8	0.6	0.7	---	1.0	0.5	0.6	0.9	0.8	0.9	1.0	0.6	0.7
SD	0.5	0.7	0.7	---	0.0	0.6 i	0.6 i	0.3	0.5	0.2 efk	0.0	0.6 i	0.5

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
1=Positive	33 75.0%	36 75.0%	25 83.3%	20 90.9%	23 62.2% Be	25 96.2% AC	14 63.6% Be	9 90.0%	30 88.2% ac	12 85.7%	41 70.7% b	44 89.8% a	29 78.4%
0=Zero	9 20.5%	10 20.8%	3 10.0%	2 9.1%	11 29.7% be	1 3.8% ac	7 31.8% be	1 10.0%	3 8.8% ac	1 7.1%	15 25.9% b	4 8.2% a	5 13.5%
-1=Negative	2 4.5%	2 4.2%	2 6.7%	0 0.0%	3 8.1%	0 0.0%	1 4.5%	0 0.0%	1 2.9%	1 7.1%	2 3.4%	1 2.0%	3 8.1%
Mean	0.7	0.7	0.8	0.9	0.5	1.0	0.6	0.9	0.9	0.8	0.7	0.9	0.7
SD	0.6	0.5	0.6	0.3	0.6 Be	0.2 AC	0.6 B	0.3	0.4 a	0.6	0.5 b	0.4 a	0.6

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	32 24.6%	4 33.3% k	2 25.0%	0 0.0%	1 25.0%	2 50.0% fkl	1 5.9% eGi	8 50.0% FKl	3 18.8%	8 47.1% fKl	2 28.6%	1 5.0% aeGI	0 0.0% egi
0=Zero	45 34.6%	4 33.3%	4 50.0% i	0 0.0%	1 25.0%	2 50.0%	4 23.5%	5 31.3%	5 31.3%	2 11.8% bK	3 42.9%	11 55.0% I	4 44.4%
-1=Negative	53 40.8%	4 33.3%	2 25.0% f	0 0.0%	2 50.0%	0 0.0% f	12 70.6% beG	3 18.8% F	8 50.0%	7 41.2%	2 28.6%	8 40.0%	5 55.6%
Mean	-0.2	0.0	0.0	---	-0.3	0.5	-0.6	0.3	-0.3	0.1	0.0	-0.4	-0.6
SD	0.8	0.9 f	0.8 f	---	1.0	0.6 FkL	0.6 abEGij	0.8 FhKL	0.8 g	1.0 f	0.8 f	0.6 eG	0.5 EG

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	7 16.7%	10 24.4%	8 32.0%	7 31.8%	8 25.0%	9 40.9%	2 9.5%	1 11.1%	10 30.3%	2 15.4%	16 30.2%	10 22.7%	6 18.2%
0=Zero	10 23.8%	19 46.3%	9 36.0%	7 31.8%	20 62.5%	3 13.6%	10 47.6%	1 11.1%	8 24.2%	3 23.1%	19 35.8%	11 25.0%	15 45.5%
-1=Negative	25 59.5%	12 29.3%	8 32.0%	8 36.4%	4 12.5%	10 45.5%	9 42.9%	7 77.8%	15 45.5%	8 61.5%	18 34.0%	23 52.3%	12 36.4%
Mean	-0.4	0.0	0.0	0.0	0.1	0.0	-0.3	-0.7	-0.2	-0.5	0.0	-0.3	-0.2
SD	0.8	0.7	0.8	0.8	0.6	1.0	0.7	0.7	0.9	0.8	0.8	0.8	0.7
	bc	a	a		cDF		a	A		A			

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=Positive	73 56.6%	10 83.3% l	6 66.7%	0 0.0%	2 66.7%	1 33.3%	8 50.0%	8 53.3%	8 47.1%	12 63.2%	4 66.7%	11 55.0%	3 33.3% a
0=Zero	45 34.9%	1 8.3% eg	3 33.3%	0 0.0%	1 33.3%	2 66.7% a	7 43.8%	7 46.7% a	5 29.4%	5 26.3%	2 33.3%	8 40.0%	4 44.4%
-1=Negative	11 8.5%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	4 23.5%	2 10.5%	0 0.0%	1 5.0%	2 22.2%
Mean	0.5	0.8	0.7	---	0.7	0.3	0.4	0.5	0.2	0.5	0.7	0.5	0.1
SD	0.7	0.6	0.5	---	0.6	0.6	0.6	0.5	0.8	0.7	0.5	0.6	0.8

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
1=Positive	19 47.5%	27 64.3%	16 64.0%	11 50.0%	19 55.9%	16 69.6% f	11 50.0%	7 87.5% f	17 54.8%	3 27.3% bd	30 53.6%	24 58.5%	19 59.4%
0=Zero	17 42.5%	11 26.2%	7 28.0%	10 45.5%	12 35.3%	7 30.4%	10 45.5% d	0 0.0% cf	9 29.0% f	7 63.6% de	21 37.5%	14 34.1%	10 31.3%
-1=Negative	4 10.0%	4 9.5%	2 8.0%	1 4.5%	3 8.8%	0 0.0% e	1 4.5%	1 12.5%	5 16.1% b	1 9.1%	5 8.9%	3 7.3%	3 9.4%
Mean	0.4	0.5	0.6	0.5	0.5	0.7	0.5	0.8	0.4	0.2	0.4	0.5	0.5
SD	0.7	0.7	0.7	0.6	0.7	0.5 f	0.6	0.7	0.8	0.6 b	0.7	0.6	0.7

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	83 66.9%	7 77.8%	6 60.0%	0 0.0%	3 75.0%	4 100.0% h	12 75.0%	7 58.3%	6 40.0% ek	9 52.9%	4 80.0%	19 82.6% h	6 66.7%
0=Zero	38 30.6%	2 22.2%	2 20.0%	0 0.0%	1 25.0%	0 0.0%	4 25.0%	5 41.7%	8 53.3% k	8 47.1%	1 20.0%	4 17.4% h	3 33.3%
-1=Negative	3 2.4%	0 0.0%	2 20.0% k	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0% b	0 0.0%
Mean	0.6	0.8	0.4	---	0.8	1.0	0.8	0.6	0.3	0.5	0.8	0.8	0.7
SD	0.5	0.4	0.8	---	0.5	0.0	0.4 h	0.5	0.6 fK	0.5 k	0.4	0.4 Hi	0.5

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Positive	25 59.5%	31 73.8%	14 66.7%	13 68.4%	23 71.9%	18 75.0%	13 59.1%	3 60.0%	17 58.6%	8 72.7%	33 61.1%	31 77.5%
0=Zero	16 38.1%	10 23.8%	7 33.3%	5 26.3%	8 25.0%	6 25.0%	8 36.4%	2 40.0%	11 37.9%	3 27.3%	19 35.2%	9 22.5%	10 33.3%
-1=Negative	1 2.4%	1 2.4%	0 0.0%	1 5.3%	1 3.1%	0 0.0%	1 4.5%	0 0.0%	1 3.4%	0 0.0%	2 3.7%	0 0.0%	1 3.3%
Mean	0.6	0.7	0.7	0.6	0.7	0.8	0.5	0.6	0.6	0.7	0.6	0.8	0.6
SD	0.5	0.5	0.5	0.6	0.5	0.4	0.6	0.5	0.6	0.5	0.6	0.4	0.6

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	81 65.9%	13 92.9% hJKL	8 72.7%	0 0.0%	1 50.0%	3 100.0%	13 68.4%	9 64.3%	9 60.0% a	12 80.0% k	2 40.0% a	7 41.2% Ai	4 50.0% a
0=Zero	39 31.7%	1 7.1% jKL	3 27.3%	0 0.0%	1 50.0%	0 0.0%	5 26.3%	4 28.6%	5 33.3%	3 20.0% k	3 60.0% a	10 58.8% Ai	4 50.0% a
-1=Negative	3 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	1 7.1%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.6	0.9	0.7	---	0.5	1.0	0.6	0.6	0.5	0.8	0.4	0.4	0.5
SD	0.5	0.3 hJKL	0.5	---	0.7	0.0	0.6	0.6	0.6 a	0.4 k	0.5 a	0.5 Ai	0.5 a

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
1=Positive	32 68.1%	18 50.0% c	20 83.3% b	11 68.8%	24 70.6%	17 73.9%	14 70.0%	3 42.9%	18 64.3%	5 45.5%	37 66.1%	24 63.2%	20 69.0%
0=Zero	13 27.7% b	18 50.0% aC	3 12.5% B	5 31.3%	10 29.4%	6 26.1%	5 25.0%	4 57.1%	9 32.1%	5 45.5%	19 33.9%	12 31.6%	8 27.6%
-1=Negative	2 4.3%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	1 3.6%	1 9.1%	0 0.0%	2 5.3%	1 3.4%
Mean	0.6	0.5	0.8	0.7	0.7	0.7	0.7	0.4	0.6	0.4	0.7	0.6	0.7
SD	0.6	0.5 c	0.5 b	0.5	0.5	0.4	0.6	0.5	0.6	0.7	0.5	0.6	0.6

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

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=Positive	55 50.9%	3 42.9%	4 50.0%	0 0.0%	3 100.0%	3 100.0%	3 23.1%	4 30.8%	7 46.7%	10 66.7%	2 40.0%	12 66.7%	4 50.0%
0=Zero	50 46.3%	4 57.1%	4 50.0%	0 0.0%	0 0.0%	0 0.0%	9 69.2%	9 69.2%	7 46.7%	4 26.7%	3 60.0%	6 33.3%	4 50.0%
-1=Negative	3 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	1 6.7%	1 6.7%	0 0.0%	0 0.0%	0 0.0%
Mean	0.5	0.4	0.5	---	1.0	1.0	0.2	0.3	0.4	0.6	0.4	0.7	0.5
SD	0.6	0.5	0.5	---	0.0	0.0	0.6 k	0.5	0.6	0.6	0.5	0.5 f	0.5

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
1=Positive	15 42.9%	25 65.8% c	5 29.4% b	10 55.6%	13 48.1%	15 75.0% cf	6 37.5% b	3 50.0%	14 50.0%	4 36.4% b	23 51.1%	22 59.5%	10 38.5%
0=Zero	18 51.4%	13 34.2% c	12 70.6% b	7 38.9%	14 51.9%	5 25.0%	9 56.3%	3 50.0%	13 46.4%	6 54.5%	21 46.7%	14 37.8%	15 57.7%
-1=Negative	2 5.7%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 3.6%	1 9.1%	1 2.2%	1 2.7%	1 3.8%
Mean	0.4	0.7	0.3	0.5	0.5	0.8	0.3	0.5	0.5	0.3	0.5	0.6	0.3
SD	0.6 b	0.5 ac	0.5 b	0.6	0.5	0.4 cf	0.6 b	0.5	0.6	0.6 b	0.5	0.6	0.6

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	57 47.1%	4 36.4%	5 55.6% f	0 0.0%	2 66.7% f	3 100.0% F	2 11.8% bdEgHI	7 50.0% f	11 68.8% F	10 66.7% F	3 50.0%	7 36.8%	3 37.5%
0=Zero	56 46.3%	6 54.5%	3 33.3% F	0 0.0%	1 33.3% f	0 0.0% F	15 88.2% BdEGHIk	5 35.7% F	3 18.8% Fkl	5 33.3% F	3 50.0%	10 52.6% fh	5 62.5% h
-1=Negative	8 6.6%	1 9.1%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	2 12.5%	0 0.0%	0 0.0%	2 10.5%	0 0.0%
Mean	0.4	0.3	0.4	---	0.7	1.0	0.1	0.4	0.6	0.7	0.5	0.3	0.4
SD	0.6	0.6	0.7	---	0.6 f	0.0	0.3 dhl	0.7	0.7 f	0.5 F	0.5	0.7	0.5

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
1=Positive	17 41.5%	23 56.1%	11 45.8%	6 40.0%	11 34.4%	11 52.4%	11 57.9%	4 50.0%	16 55.2%	4 33.3%	22 44.9%	19 46.3%	16 51.6%
0=Zero	21 51.2%	15 36.6%	11 45.8%	9 60.0%	19 59.4%	10 47.6%	7 36.8%	3 37.5%	10 34.5%	7 58.3%	26 53.1%	19 46.3%	11 35.5%
-1=Negative	3 7.3%	3 7.3%	2 8.3%	0 0.0%	2 6.3%	0 0.0%	1 5.3%	1 12.5%	3 10.3%	1 8.3%	1 2.0%	3 7.3%	4 12.9%
Mean	0.3	0.5	0.4	0.4	0.3	0.5	0.5	0.4	0.4	0.3	0.4	0.4	0.4
SD	0.6	0.6	0.6	0.5	0.6	0.5	0.6	0.7	0.7	0.6	0.5	0.6	0.7

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	53 51.0%	4 57.1%	5 62.5%	0 0.0%	0 0.0%	4 100.0% gi	8 53.3%	4 33.3% e	8 61.5%	4 28.6% ek	2 40.0%	12 66.7% i	2 33.3%
0=Zero	48 46.2%	3 42.9%	3 37.5%	0 0.0%	2 100.0%	0 0.0% gi	7 46.7%	8 66.7% ek	4 30.8% i	10 71.4% ehk	3 60.0%	5 27.8% gi	3 50.0%
-1=Negative	3 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 5.6%	1 16.7%
Mean	0.5	0.6	0.6	---	0.0	1.0	0.5	0.3	0.5	0.3	0.4	0.6	0.2
SD	0.6	0.5	0.5	---	0.0	0.0	0.5	0.5	0.7	0.5	0.5	0.6	0.8

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Positive	17 51.5%	19 52.8%	8 44.4%	9 52.9%	11 39.3%	8 47.1%	10 62.5%	4 80.0%	15 55.6%	4 40.0%	21 47.7%	20 57.1%
0=Zero	15 45.5%	16 44.4%	9 50.0%	8 47.1%	16 57.1%	9 52.9%	5 31.3%	1 20.0%	12 44.4%	5 50.0%	23 52.3%	15 42.9%	10 40.0%
-1=Negative	1 3.0%	1 2.8%	1 5.6%	0 0.0%	1 3.6%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	3 12.0%
Mean	0.5	0.5	0.4	0.5	0.4	0.5	0.6	0.8	0.6	0.3	0.5	0.6	0.4
SD	0.6	0.6	0.6	0.5	0.6	0.5	0.6	0.4	0.5	0.7	0.5	0.5	0.7

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	54 54.0%	3 37.5%	5 71.4%	0 0.0%	2 66.7%	3 100.0%	6 46.2%	8 61.5%	6 50.0%	6 46.2%	3 60.0%	10 62.5%	2 28.6%
0=Zero	44 44.0%	5 62.5%	2 28.6%	0 0.0%	1 33.3%	0 0.0%	7 53.8%	5 38.5%	5 41.7%	7 53.8%	2 40.0%	6 37.5%	4 57.1%
-1=Negative	2 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
Mean	0.5	0.4	0.7	---	0.7	1.0	0.5	0.6	0.4	0.5	0.6	0.6	0.1
SD	0.5	0.5	0.5	---	0.6	0.0	0.5	0.5	0.7	0.5	0.5	0.5	0.7

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
1=Positive	16 48.5%	20 60.6%	9 47.4%	9 60.0%	13 48.1%	7 41.2%	9 56.3%	3 75.0%	16 64.0%	5 50.0%	21 51.2%	21 60.0%	12 50.0%
0=Zero	16 48.5%	13 39.4%	9 47.4%	6 40.0%	14 51.9%	10 58.8%	6 37.5%	1 25.0%	9 36.0%	4 40.0%	20 48.8%	14 40.0%	10 41.7%
-1=Negative	1 3.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	2 8.3%
Mean	0.5	0.6	0.4	0.6	0.5	0.4	0.5	0.8	0.6	0.4	0.5	0.6	0.4
SD	0.6	0.5	0.6	0.5	0.5	0.5	0.6	0.5	0.5	0.7	0.5	0.5	0.7

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	49 46.2%	2 25.0% k	2 33.3%	0 0.0%	2 50.0%	2 100.0% f	2 15.4% egK	8 57.1% f	6 46.2%	6 40.0% k	2 40.0%	14 77.8% aFi	3 37.5%
0=Zero	55 51.9%	6 75.0% k	4 66.7%	0 0.0%	2 50.0%	0 0.0%	10 76.9% K	6 42.9%	6 46.2%	9 60.0% k	3 60.0%	4 22.2% aFi	5 62.5%
-1=Negative	2 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.4	0.3	0.3	---	0.5	1.0	0.1	0.6	0.4	0.4	0.4	0.8	0.4
SD	0.5	0.5 K	0.5 k	---	0.6	0.0	0.5 gK	0.5 f	0.7	0.5 k	0.5	0.4 AbFil	0.5 k

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Positive	13 39.4%	22 59.5%	7 35.0%	7 43.8%	8 30.8%	12 60.0%	8 42.1%	3 60.0%	14 56.0%	3 30.0%	19 43.2%	18 51.4%
0=Zero	18 54.5%	15 40.5%	13 65.0%	9 56.3%	18 69.2%	8 40.0%	9 47.4%	2 40.0%	11 44.0%	7 70.0%	24 54.5%	17 48.6%	14 51.9%
-1=Negative	2 6.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	1 3.7%
Mean	0.3	0.6	0.4	0.4	0.3	0.6	0.3	0.6	0.6	0.3	0.4	0.5	0.4
SD	0.6 b	0.5 a	0.5	0.5	0.5 b	0.5 a	0.7	0.5	0.5	0.5	0.5	0.5	0.6

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	74 60.2%	11 84.6% djK	6 66.7%	0 0.0%	1 25.0% a	4 100.0% jk	11 61.1%	8 61.5%	11 68.8% k	9 60.0%	1 20.0% ae	5 29.4% Aehl	7 77.8% k
0=Zero	42 34.1%	2 15.4% djk	3 33.3%	0 0.0%	3 75.0% al	0 0.0% jk	4 22.2% jk	5 38.5%	4 25.0% jk	5 33.3%	4 80.0% aefhl	11 64.7% aefhl	1 11.1% djk
-1=Negative	7 5.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 16.7%	0 0.0%	1 6.3%	1 6.7%	0 0.0%	1 5.9%	1 11.1%
Mean	0.5	0.8	0.7	---	0.3	1.0	0.4	0.6	0.6	0.5	0.2	0.2	0.7
SD	0.6	0.4 dJK	0.5	---	0.5 a	0.0	0.8	0.5	0.6	0.6	0.4 A	0.6 A	0.7

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
1=Positive	27 67.5%	19 47.5%	18 72.0%	10 55.6%	14 48.3%	13 61.9%	13 65.0%	6 85.7%	23 65.7%	5 50.0%	25 48.1% b	30 75.0% a	19 61.3%
0=Zero	9 22.5% b	20 50.0% ac	6 24.0% b	7 38.9%	13 44.8%	7 33.3%	6 30.0%	1 14.3%	9 25.7%	5 50.0%	22 42.3%	10 25.0%	10 32.3%
-1=Negative	4 10.0%	1 2.5%	1 4.0%	1 5.6%	2 6.9%	1 4.8%	1 5.0%	0 0.0%	3 8.6%	0 0.0%	5 9.6% b	0 0.0% a	2 6.5%
Mean	0.6	0.5	0.7	0.5	0.4	0.6	0.6	0.9	0.6	0.5	0.4	0.8	0.5
SD	0.7	0.6	0.6	0.6	0.6	0.6	0.6	0.4	0.7	0.5	0.7 B	0.4 A	0.6

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	47 43.5%	5 55.6% 1	5 55.6% 1	0 0.0%	2 66.7%	2 100.0% gl	4 26.7% i	2 16.7% ei	6 42.9%	10 71.4% fgL	2 40.0%	9 47.4% 1	0 0.0% abelk
0=Zero	56 51.9%	4 44.4%	4 44.4%	0 0.0%	1 33.3%	0 0.0% g	10 66.7%	10 83.3% ei	7 50.0%	4 28.6% g	3 60.0%	9 47.4%	4 66.7%
-1=Negative	5 4.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0% l	1 7.1%	0 0.0% l	0 0.0%	1 5.3%	2 33.3% gi
Mean	0.4	0.6	0.6	---	0.7	1.0	0.2	0.2	0.4	0.7	0.4	0.4	-0.3
SD	0.6	0.5 L	0.5 L	---	0.6 1	0.0	0.6 i	0.4 II	0.6 1	0.5 fGL	0.5 1	0.6 1	0.5 ABdghIjk

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Positive	12 35.3%	22 57.9%	7 35.0%	6 37.5%	12 41.4%	9 47.4%	6 33.3%	3 50.0%	13 52.0%	3 30.0%	21 47.7%	13 37.1%
0=Zero	20 58.8%	15 39.5%	12 60.0%	9 56.3%	16 55.2%	10 52.6%	11 61.1%	2 33.3%	11 44.0%	6 60.0%	21 47.7%	21 60.0%	14 48.3%
-1=Negative	2 5.9%	1 2.6%	1 5.0%	1 6.3%	1 3.4%	0 0.0%	1 5.6%	1 16.7%	1 4.0%	1 10.0%	2 4.5%	1 2.9%	2 6.9%
Mean	0.3	0.6	0.3	0.3	0.4	0.5	0.3	0.3	0.5	0.2	0.4	0.3	0.4
SD	0.6	0.6	0.6	0.6	0.6	0.5	0.6	0.8	0.6	0.6	0.6	0.5	0.6

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

Topic 3: Marketing Spending

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

Number of respondents	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Mean	198	18	18	1	5	4	23	20	24	28	8	32	16
SD	10.9	17.8	12.9	5.0	6.6	7.5	8.1	12.2	13.1	7.8	11.5	7.9	13.1
Percent of budget	10.2	11.9	12.5	---	7.7	6.5	7.9	12.0	10.3	7.7	7.5	8.4	12.1
		FIK					A		ik	Ah		Ah	

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of budget	61	69	40	28	63	34	29	10	44	18	87	58	52
	10.5	7.7	17.0	11.1	11.9	8.6	11.8	14.2	8.7	14.0	9.7	10.7	13.4
	9.4	8.0	12.8	9.3	9.9	8.7	11.3	15.4	7.1	14.1	8.6	11.8	10.6
	C	C	ABd	c							c		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 firm's revenues?

Number of respondents	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Mean													
SD													
Percent of revenues	203	17	18	1	5	4	25	20	23	29	10	34	16
	8.3	8.6	15.2	1.0	2.8	14.8	5.9	6.9	8.5	7.4	13.0	6.3	9.1
	11.1	8.0	15.7 fik	---	2.3	19.9	10.1 b	10.7	9.7	9.5 b	13.3	10.3 b	12.2

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of revenues	62	72	39	30	62	35	31	11	47	17	88	62	51
	7.8	7.5	9.0	10.4	11.0	7.3	6.1	3.7	6.7	11.9	7.1	6.9	12.5
	10.6	11.2	10.0	13.0	12.7	11.6	5.4	6.3	10.8	12.3	10.0	9.2	13.9
					c		af			c	C	c	Ab

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

Topic 3: Marketing Spending

Marketing expenses in your company include the following (check all that apply):

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Overhead costs associated with marketing	161 45.9%	8 28.6% fik	16 53.3%	1 33.3%	3 37.5%	4 57.1%	20 54.1% a	13 41.9%	24 40.7%	25 55.6% a	7 43.8%	29 53.7% a	10 33.3%
Salaries and wages of marketing employees	154 43.9%	6 21.4% bFgik	15 50.0% a	1 33.3%	4 50.0%	3 42.9%	23 62.2% AH	15 48.4% a	20 33.9% F	22 48.9% a	8 50.0%	25 46.3% a	12 40.0%
Marketing analytics	144 41.0%	13 46.4%	13 43.3%	1 33.3%	4 50.0%	2 28.6%	16 43.2%	17 54.8% h	19 32.2% g	20 44.4%	7 43.8%	18 33.3%	14 46.7%
Marketing research	143 40.7%	16 57.1% h	10 33.3%	1 33.3%	3 37.5%	2 28.6%	18 48.6%	17 54.8% h	19 32.2% ag	17 37.8%	6 37.5%	20 37.0%	14 46.7%

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

Topic 3: Marketing Spending

Marketing expenses in your company include the following (check all that apply):

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Overhead costs associated with marketing	54 48.2%	60 50.8%	24 35.8%	23 44.2%	46 39.3% e	27 52.9%	23 45.1%	10 41.7%	41 57.7% a	14 41.2%	73 63.5%	44 50.6%	43 63.2%
Salaries and wages of marketing employees	56 50.0% C	58 49.2% c	20 29.9% Ab	20 38.5%	35 29.9% BcE	34 66.7% AcDf	24 47.1% ab	8 33.3% B	39 54.9% A	14 41.2% b	68 59.1%	44 50.6%	40 58.8%
Marketing analytics	48 42.9%	48 40.7%	29 43.3%	19 36.5%	28 23.9% BcdEF	27 52.9% A	20 39.2% ae	11 45.8% a	42 59.2% Ac	16 47.1% A	61 53.0%	47 54.0%	35 51.5%
Marketing research	48 42.9%	45 38.1%	32 47.8%	18 34.6%	29 24.8% bCEF	22 43.1% a	23 45.1% A	10 41.7%	42 59.2% A	17 50.0% A	59 51.3%	48 55.2%	35 51.5%

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

Topic 3: Marketing Spending

What percent of your marketing budget is currently devoted to training and development

Number of respondents	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Mean	188	17	18	0	5	4	24	19	23	25	10	28	14
SD	2.7	1.2	1.4	---	2.2	5.3	3.6	1.3	2.9	4.0	1.7	3.5	2.1
	3.4	1.9	2.0	---	2.6	5.5	4.4	1.8	3.2	4.1	2.3	3.9	2.4
		efik	eik			abg	ag	efik		abg		abg	

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

Topic 3: Marketing Spending

What percent of your marketing budget is currently devoted to training and development

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of your marketing budget	60	63	37	28	55	32	30	11	44	16	80	62	45
	3.1	2.9	1.6	2.5	1.9	3.3	2.7	1.7	2.9	4.3	2.9	2.6	2.5
	3.9	3.3	2.6	3.4	3.2	3.7	3.2	2.1	3.4	4.0	3.8	3.1	3.1
	c	c	ab		f					a			

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months? (-10% to +10%)

Number of respondents	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Sales Revenue	211	18	19	1	6	4	25	19	29	25	12	34	18
Mean	4.0	4.2	4.2	10.0	4.8	2.5	3.2	2.7	5.1	5.2	1.5	3.6	5.8
SD	5.5	7.4	5.5	---	2.7	9.6	5.1	6.4	5.3	5.8	4.5	4.6	4.1
									j		hl		j
Brand value	160	14	16	0	6	3	15	17	23	20	7	26	13
Mean	3.7	4.7	3.6	---	5.7	1.7	3.3	2.5	4.0	4.2	2.7	3.4	4.6
SD	4.2	4.5	4.2	---	3.7	2.9	3.4	3.1	4.9	4.6	3.4	4.6	4.3
Customer acquisition	185	15	19	1	6	5	22	17	28	22	8	30	12
Mean	3.3	4.3	3.3	5.0	2.8	3.6	2.2	2.2	5.0	4.4	1.9	2.2	3.0
SD	4.6	5.6	4.9	---	2.0	6.0	4.7	5.4	4.4	3.9	4.4	4.3	3.7
							h		fk			h	
Profits	204	17	19	1	6	5	24	19	29	23	10	33	17
Mean	3.2	3.9	2.0	10.0	6.7	0.4	3.2	1.2	3.1	3.9	2.7	3.7	3.5
SD	5.3	6.0	5.6	---	2.9	7.6	5.8	5.5	4.8	6.0	4.6	4.7	4.9
					g			d					
Marketing ROI	168	14	16	1	6	3	16	17	28	20	10	25	12
Mean	3.2	1.4	3.6	10.0	2.5	5.7	3.3	1.6	4.9	1.5	2.5	3.8	4.0
SD	4.2	5.4	5.4	---	2.5	5.1	3.5	3.3	4.1	4.7	2.8	3.5	4.0
		h						H	aGi	h			
Market share	198	18	17	1	6	5	23	17	28	25	11	28	19
Mean	2.3	2.1	2.4	5.0	3.8	-1.6	1.8	1.6	3.4	2.9	2.7	1.0	3.0
SD	4.4	4.9	4.9	---	3.8	3.1	3.8	3.3	4.4	5.5	5.7	4.8	2.5
					e	dhL			e				E
Customer retention	180	15	19	1	6	4	20	17	27	21	8	30	12
Mean	2.0	2.9	2.4	0.0	0.5	2.5	1.2	0.5	2.6	3.1	1.3	2.2	0.6
SD	4.5	5.8	4.7	---	2.7	2.9	4.3	5.0	4.8	4.0	2.8	5.0	2.5

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

Topic 4: Financial and Marketing Performance

Rate your firm's performance during the last 12 months? (-10% to +10%)

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Sales Revenue	70 4.6 5.2	72 4.1 4.9	36 3.6 6.8	33 3.0 5.7	63 4.2 6.2	37 5.3 4.6 e	30 3.2 6.3	14 5.7 4.3	48 2.9 4.8	19 4.2 5.1	87 4.7 5.5	72 4.2 5.0
Brand value	51 3.7 4.0	54 4.1 4.4	29 3.5 4.1	26 3.3 4.3	52 3.6 4.7	23 3.1 4.2	22 4.1 3.4	12 5.7 4.7	33 3.2 3.9	18 4.2 3.6	64 3.7 4.1	52 3.7 4.2	43 3.6 4.3
Customer acquisition	61 4.0 4.5	66 3.1 4.4	29 3.2 5.7	29 2.4 4.1	61 3.7 4.9	29 3.6 4.3	25 2.0 4.9 f	12 4.9 3.7 e	41 2.1 4.3 df	17 4.8 3.6 ce	77 3.5 4.1	59 3.4 5.0	48 2.7 4.7
Profits	68 3.5 5.3	70 3.1 5.1	35 3.0 6.0	31 2.8 5.2	62 2.6 5.7	34 3.3 5.5	28 3.9 5.7	14 3.1 3.8	47 3.3 5.4	19 3.4 4.2	83 3.7 5.6	70 3.4 5.3	50 1.9 4.8
Marketing ROI	54 3.8 4.3 c	55 3.6 3.9	29 1.8 4.5 a	30 2.5 4.2	53 3.2 4.8	23 2.4 4.4	22 2.7 3.8	13 4.5 4.1	38 3.2 4.1	19 3.4 3.1	64 3.1 4.6	54 4.1 3.5 c	49 2.3 4.4 b
Market share	66 2.6 4.2	65 2.4 4.5	34 2.2 4.4	33 1.7 4.9	54 2.2 5.5	33 3.4 4.1	29 1.3 4.2 d	14 4.0 3.4 ce	49 1.7 3.8 d	19 2.2 4.3	82 2.2 4.4	67 2.7 4.2	48 1.7 4.9
Customer retention	60 2.1 4.3	62 2.2 4.3	29 2.0 5.9	29 1.3 3.8	59 2.4 5.0	30 1.5 4.4	23 2.1 4.8	12 3.5 4.0	40 1.2 4.3	16 1.9 3.1	72 2.9 4.0 C	59 1.7 5.2	48 0.8 4.0 A

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

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months? (-10% to +10%)

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Sales Revenue	207 6.7 3.5	18 6.9 3.6 j	19 7.2 3.1 J	1 10.0 ---	6 5.2 2.9	4 8.0 2.4 j	23 6.0 3.6 h	19 6.3 4.0	29 8.2 3.7 fj	25 7.2 3.2 J	12 4.0 3.2 aBeHkl	33 6.5 3.4 j	18 6.7 3.3 j
Customer acquisition	184 5.9 3.6	15 6.5 3.4	19 6.7 3.6	1 5.0 ---	6 3.7 1.6 hl	5 4.6 5.5	21 4.3 4.1 h	17 6.2 3.5	28 7.2 3.6 dfjk	22 6.5 3.3	8 3.9 3.1 h	30 5.0 2.9 h	12 6.8 3.1 d
Profits	201 5.8 3.9	17 5.6 3.5	18 5.1 4.8	1 10.0 ---	6 7.8 2.5	5 5.0 5.0	22 6.2 3.7	19 5.0 3.3	29 5.5 4.7	23 6.3 3.6	10 5.3 3.4	34 6.5 3.2	17 5.0 5.2
Brand value	159 5.8 3.7	14 6.2 3.4	16 6.3 3.8	0 --- ---	6 6.3 3.4	3 5.0 5.0	14 3.9 3.3	17 5.5 3.8	23 5.9 4.0	19 5.8 4.1	7 6.0 3.9	27 5.6 3.5	13 6.6 3.6
Marketing ROI	168 5.2 3.7	15 4.2 3.8 h	16 5.4 5.1	1 10.0 ---	6 4.5 3.3	3 6.7 2.9	15 4.7 3.2 h	17 4.2 4.6 h	28 6.9 3.4 afgijk	20 4.4 3.3 h	10 4.4 2.5 h	26 4.9 3.5 h	11 6.3 3.6
Market share	194 4.7 3.6	18 4.0 2.8 e	17 5.5 3.5 e	1 5.0 ---	6 2.8 5.2	5 1.0 1.2 abgHiL	22 4.2 3.9	17 4.3 3.2 e	28 6.1 3.9 Ek	24 5.8 4.0 e	11 4.1 3.7	26 4.1 3.4 h	19 4.7 2.8 E
Customer retention	178 4.7 3.8	15 5.6 4.0	19 5.9 4.1 f	1 10.0 ---	6 3.3 1.5	4 2.5 2.9	19 3.2 3.9 b	17 4.3 4.6	27 5.4 4.1	21 4.8 3.6	8 3.0 3.6	29 4.8 3.4	12 4.3 3.4

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

Topic 4: Financial and Marketing Performance

What is your firm's goal for the next 12 months? (-10% to +10%)

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Sales Revenue	68 7.1 3.6 d	71 6.9 3.4 d	35 7.1 3.2 d	33 5.2 3.5 abc	62 7.5 3.4 E	36 6.8 3.6	29 6.8 4.0	14 7.7 2.5 e	47 5.6 3.5 Ad	19 6.2 3.2	83 7.1 3.5	72 6.7 3.5	51 6.2 3.6
Customer acquisition	61 5.9 3.7	66 5.8 3.4	28 7.0 3.3 d	29 4.7 3.5 c	60 6.8 3.5 cE	29 6.0 3.5	25 5.0 4.1 a	12 6.3 3.2	41 4.9 3.4 A	17 5.7 3.4	75 5.9 3.8	59 5.5 3.5	49 6.1 3.3
Profits	66 6.0 4.1	71 5.7 4.2	34 5.5 3.5	30 5.9 3.2	61 5.7 4.6	32 5.6 3.9	28 6.1 4.1	14 5.1 3.4	47 5.8 3.4	19 6.4 3.1	80 5.6 4.3	70 6.5 3.2 c	50 5.0 4.0 b
Brand value	51 5.9 3.9	54 6.5 3.5 D	28 5.7 3.5	26 4.1 3.4 B	51 6.2 3.7	23 5.8 4.2	23 5.4 3.9	12 6.6 3.7	32 5.4 3.5	18 4.9 3.2	62 5.7 3.8	52 5.4 3.5	44 6.2 3.7
Marketing ROI	54 5.3 3.8	56 5.6 4.0	29 4.9 3.9	29 4.4 2.8	51 5.7 3.9	24 4.1 4.3	23 4.5 3.9	13 6.2 3.9	38 5.4 3.1	19 4.7 3.1	63 5.0 3.9	55 5.5 3.4	49 5.0 3.9
Market share	65 5.2 4.0	62 4.8 3.5	34 4.5 3.2	33 3.6 3.4	54 5.5 3.9 ce	32 5.3 4.0	29 3.6 3.2 ad	13 5.8 2.5 c	47 3.9 3.3 a	19 4.2 3.2	79 4.2 3.6	67 4.7 3.7	47 5.4 3.5
Customer retention	60 4.5 4.0	61 5.0 3.7 d	28 5.7 4.0 d	29 3.3 3.3 bc	58 5.5 4.1	29 4.9 3.9	23 3.9 4.1	12 5.1 3.2	40 4.0 3.8	16 3.6 2.8	70 4.9 3.7	58 4.3 3.9	49 4.6 3.9

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

Topic 4: Financial and Marketing Performance

Overall, how would you rate your company's marketing excellence?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
7=Excellent - one of the best in the world	12 5.0%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	1 16.7% i	1 3.8%	2 8.7%	1 3.2%	0 0.0% e	1 8.3%	3 7.5%	0 0.0%
6=A leader but not one of the best	40 16.7%	5 25.0%	3 15.0%	0 0.0%	1 16.7%	1 16.7%	3 11.5% j	1 4.3% J	5 16.1%	6 17.6%	5 41.7% fG	7 17.5%	3 15.8%
5=Strong	70 29.2%	7 35.0%	6 30.0%	1 100.0% ej	3 50.0%	0 0.0% c	7 26.9%	9 39.1%	8 25.8%	8 23.5%	1 8.3% c	13 32.5%	7 36.8%
4=Good	68 28.3%	2 10.0% hi	5 25.0%	0 0.0%	1 16.7%	1 16.7%	7 26.9%	7 30.4%	12 38.7% a	13 38.2% a	4 33.3%	12 30.0%	4 21.1%
3=Fair	39 16.3%	5 25.0%	3 15.0%	0 0.0%	1 16.7%	3 50.0% gk	5 19.2%	2 8.7% e	5 16.1%	6 17.6%	1 8.3%	4 10.0% e	4 21.1%
2=Weak	8 3.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 11.5% i	2 8.7%	0 0.0%	0 0.0% f	0 0.0%	1 2.5%	1 5.3%
1=Very weak	3 1.3%	1 5.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%
Mean	4.5	4.5	4.6	5.0	4.7	4.3	4.2	4.5	4.5	4.3	5.1	4.8	4.4
SD	1.3	1.4	1.5	0.0	1.0	1.8	1.3	1.3	1.1	1.1	1.2	1.2	1.2

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

Topic 4: Financial and Marketing Performance

Overall, how would you rate your company's marketing excellence?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
7=Excellent - one of the best in the world	5 6.8%	5 6.0%	1 2.3%	1 2.6%	4 5.2% f	1 2.6% f	0 0.0% f	0 0.0%	2 3.8% f	4 19.0% abce	7 7.1%	2 2.5%	3 5.1%
6=A leader but not one of the best	8 11.0% d	12 14.3%	10 22.7%	10 25.6% a	12 15.6% F	6 15.8% f	2 5.9% F	3 18.8%	8 15.1% f	9 42.9% AbCe	7 7.1% BC	20 25.3% A	13 22.0% A
5=Strong	22 30.1%	24 28.6%	14 31.8%	10 25.6%	21 27.3%	11 28.9%	11 32.4%	8 50.0%	15 28.3%	4 19.0%	31 31.6%	21 26.6%	17 28.8%
4=Good	20 27.4%	28 33.3%	9 20.5%	11 28.2%	21 27.3%	12 31.6%	12 35.3% f	4 25.0%	17 32.1% f	2 9.5% ce	25 25.5%	23 29.1%	18 30.5%
3=Fair	14 19.2%	12 14.3%	7 15.9%	6 15.4%	13 16.9%	6 15.8%	7 20.6%	1 6.3%	10 18.9%	2 9.5%	22 22.4%	10 12.7%	6 10.2%
2=Weak	4 5.5%	2 2.4%	2 4.5%	0 0.0%	3 3.9%	2 5.3%	2 5.9%	0 0.0%	1 1.9%	0 0.0%	3 3.1%	3 3.8%	2 3.4%
1=Very weak	0 0.0%	1 1.2%	1 2.3%	1 2.6%	3 3.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 3.1%	0 0.0%	0 0.0%
Mean	4.4	4.5	4.5	4.6	4.4	4.4	4.1	4.8	4.5	5.5	4.3	4.6	4.7
SD	1.3	1.2	1.3	1.2	1.4 F	1.2 F	1.0 dF	0.8 c	1.1 F	1.2 ABCE	1.3	1.2	1.2

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

Topic 4: Financial and Marketing Performance

Rate your firm during the last 12 months on: "Developing and using customer insights"

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
5=Excellent	24 10.2%	3 15.0%	4 20.0% l	0 0.0%	0 0.0%	1 20.0%	4 15.4%	1 4.8%	3 9.7%	2 6.1%	1 8.3%	5 12.5%	0 0.0% b
4=Good	97 41.1%	11 55.0%	8 40.0%	1 100.0%	4 66.7%	1 20.0%	10 38.5%	7 33.3%	10 32.3% j	14 42.4%	8 66.7% hk	13 32.5% j	9 47.4%
3=Average	68 28.8%	3 15.0% h	6 30.0%	0 0.0%	1 16.7%	2 40.0%	5 19.2% h	8 38.1%	14 45.2% af	9 27.3%	2 16.7%	12 30.0%	6 31.6%
2=Fair	28 11.9%	1 5.0%	1 5.0%	0 0.0%	1 16.7%	1 20.0%	5 19.2%	1 4.8%	4 12.9%	6 18.2%	1 8.3%	3 7.5%	3 15.8%
1=Poor	14 5.9%	2 10.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	2 9.5%	0 0.0% k	1 3.0%	0 0.0%	6 15.0% h	1 5.3%
=NA	5 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	2 9.5%	0 0.0%	1 3.0%	0 0.0%	1 2.5%	0 0.0%
Mean	3.4	3.6	3.7	4.0	3.5	3.4	3.4	3.2	3.4	3.3	3.8	3.2	3.2
SD	1.0	1.1	1.0	0.0	0.8	1.1	1.1	1.0	0.8	1.0	0.8	1.2	0.9

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

Topic 4: Financial and Marketing Performance

Rate your firm during the last 12 months on: "Developing and using customer insights"

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
5=Excellent	6 8.2%	10 12.2%	6 14.0%	2 5.3%	11 14.9%	2 5.3%	2 5.9%	1 6.3%	4 7.5%	3 15.0%	11 11.3%	8 10.3%	5 8.6%
4=Good	28 38.4%	28 34.1%	19 44.2%	22 57.9%	25 33.8%	19 50.0%	15 44.1%	6 37.5%	21 39.6%	11 55.0%	42 43.3%	32 41.0%	23 39.7%
3=Average	21 28.8%	27 32.9%	10 23.3%	10 26.3%	26 35.1%	9 23.7%	6 17.6%	6 37.5%	17 32.1%	4 20.0%	21 21.6%	24 30.8%	21 36.2%
2=Fair	13 17.8%	8 9.8%	4 9.3%	3 7.9%	5 6.8%	5 13.2%	6 17.6%	2 12.5%	9 17.0%	1 5.0%	16 16.5%	7 9.0%	5 8.6%
1=Poor	4 5.5%	8 9.8%	2 4.7%	0 0.0%	5 6.8%	2 5.3%	4 11.8%	1 6.3%	1 1.9%	1 5.0%	4 4.1%	6 7.7%	4 6.9%
=NA	1 1.4%	1 1.2%	2 4.7%	1 2.6%	2 2.7%	1 2.6%	1 2.9%	0 0.0%	1 1.9%	0 0.0%	3 3.1%	1 1.3%	0 0.0%
Mean	3.3	3.3	3.6	3.6	3.4	3.4	3.2	3.3	3.3	3.7	3.4	3.4	3.3
SD	1.0	1.1	1.0	0.7	1.1	1.0	1.2	1.0	0.9	1.0	1.0	1.1	1.0

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

Topic 4: Financial and Marketing Performance

Rate your firm during the last 12 months on: "Sharing valuable marketing knowledge"

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
5=Excellent	29 12.3%	2 10.0%	4 20.0% gl	0 0.0%	1 16.7%	1 20.0% g	4 15.4%	0 0.0% bek	3 9.7%	5 15.2%	0 0.0%	9 22.5% gl	0 0.0% bk
4=Good	88 37.3%	5 25.0% j	8 40.0%	1 100.0%	3 50.0%	1 20.0%	9 34.6%	6 28.6% j	13 41.9%	14 42.4%	8 66.7% agk	11 27.5% j	8 42.1%
3=Average	70 29.7%	8 40.0%	6 30.0%	0 0.0%	2 33.3%	1 20.0%	4 15.4%	7 33.3%	10 32.3%	8 24.2%	3 25.0%	13 32.5%	8 42.1%
2=Fair	34 14.4%	4 20.0%	2 10.0%	0 0.0%	0 0.0%	2 40.0% ik	8 30.8% ik	5 23.8%	4 12.9%	2 6.1% ef	1 8.3%	3 7.5% ef	3 15.8%
1=Poor	9 3.8%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	1 3.2%	1 3.0%	0 0.0%	3 7.5%	0 0.0%
=NA	6 2.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	1 4.8%	0 0.0%	3 9.1%	0 0.0%	1 2.5%	0 0.0%
Mean	3.4	3.2	3.7	4.0	3.8	3.2	3.4	2.9	3.4	3.7	3.6	3.5	3.3
SD	1.0	1.0	0.9 G	0.0	0.8 g	1.3	1.1	1.0 Bdhijk	1.0 g	1.0 G	0.7 g	1.2 g	0.7 g

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

Topic 4: Financial and Marketing Performance

Rate your firm during the last 12 months on: "Sharing valuable marketing knowledge"

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
5=Excellent	9 12.3%	15 18.3%	3 7.0%	2 5.3%	11 14.9%	7 18.4%	2 5.9% f	0 0.0% f	4 7.5% f	5 25.0% cde	17 17.5%	8 10.3%	4 6.9%
4=Good	26 35.6% d	26 31.7% d	15 34.9%	21 55.3% ab	29 39.2%	15 39.5%	7 20.6% f	7 43.8%	19 35.8%	10 50.0% c	34 35.1%	31 39.7%	21 36.2%
3=Average	18 24.7%	28 34.1%	15 34.9%	9 23.7%	26 35.1% b	6 15.8% a	12 35.3%	5 31.3%	18 34.0%	3 15.0%	22 22.7%	27 34.6%	21 36.2%
2=Fair	16 21.9% b	6 7.3% a	8 18.6%	4 10.5%	4 5.4% bCd	7 18.4% a	10 29.4% Af	4 25.0% a	8 15.1%	1 5.0% c	17 17.5%	9 11.5%	8 13.8%
1=Poor	2 2.7%	5 6.1%	1 2.3%	1 2.6%	2 2.7%	1 2.6%	2 5.9%	0 0.0%	3 5.7%	1 5.0%	4 4.1%	3 3.8%	2 3.4%
=NA	2 2.7%	2 2.4%	1 2.3%	1 2.6%	2 2.7%	2 5.3%	1 2.9%	0 0.0%	1 1.9%	0 0.0%	3 3.1%	0 0.0%	2 3.4%
Mean	3.3	3.5	3.3	3.5	3.6	3.6	2.9	3.2	3.3	3.9	3.5	3.4	3.3
SD	1.1	1.1	0.9	0.9	0.9 Ce	1.1 c	1.0 AbF	0.8 f	1.0 af	1.0 Cde	1.1	1.0	0.9

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

Topic 4: Financial and Marketing Performance

Rate your firm during the last 12 months on: "Marketing that is beneficial for society"

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
5=Excellent	21 8.9%	1 5.0%	4 20.0% k	0 0.0%	0 0.0%	1 20.0%	4 15.4%	2 9.5%	3 9.7%	2 6.1%	2 16.7%	1 2.6% b	1 5.3%
4=Good	59 25.1%	5 25.0%	4 20.0%	0 0.0%	1 16.7%	1 20.0%	4 15.4%	4 19.0%	9 29.0%	9 27.3%	4 33.3%	14 35.9%	4 21.1%
3=Average	65 27.7%	7 35.0%	4 20.0% d	0 0.0%	4 66.7% bfijk	2 40.0%	6 23.1% d	5 23.8%	10 32.3%	8 24.2% d	2 16.7% d	10 25.6% d	7 36.8%
2=Fair	35 14.9%	4 20.0%	2 10.0%	0 0.0%	0 0.0%	1 20.0%	5 19.2%	4 19.0%	4 12.9%	4 12.1%	2 16.7%	6 15.4%	3 15.8%
1=Poor	12 5.1%	1 5.0% C	1 5.0% C	1 100.0% ABFgHIJKL	1 16.7% fh	0 0.0%	0 0.0% Cd	3 14.3% ch	0 0.0% Cdg	3 9.1% C	0 0.0% C	2 5.1% C	0 0.0% C
=NA	43 18.3%	2 10.0%	5 25.0%	0 0.0%	0 0.0%	0 0.0%	7 26.9%	3 14.3%	5 16.1%	7 21.2%	2 16.7%	6 15.4%	4 21.1%
Mean	3.2	3.1	3.5	1.0	2.8	3.4	3.4	2.9	3.4	3.1	3.6	3.2	3.2
SD	1.1	1.0	1.2	0.0	1.0	1.1	1.1	1.3	0.9	1.1	1.1	1.0	0.9

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

Topic 4: Financial and Marketing Performance

Rate your firm during the last 12 months on: "Marketing that is beneficial for society"

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
5=Excellent	10 13.7% b	3 3.7% a	4 9.3%	4 10.5%	6 8.2% F	5 13.2%	1 2.9% F	0 0.0% f	2 3.8% F	7 35.0% ACdE	6 6.3% c	5 6.4% c	10 17.2% ab
4=Good	15 20.5%	24 29.6%	11 25.6%	9 23.7%	16 21.9%	6 15.8%	5 14.7%	6 37.5%	18 34.0%	7 35.0%	16 16.7% B	27 34.6% A	15 25.9%
3=Average	20 27.4%	22 27.2%	12 27.9%	11 28.9%	25 34.2% f	11 28.9% f	11 32.4% f	4 25.0%	13 24.5%	1 5.0% abc	30 31.3%	18 23.1%	16 27.6%
2=Fair	12 16.4%	11 13.6%	9 20.9%	3 7.9%	8 11.0%	6 15.8%	4 11.8%	3 18.8%	11 20.8%	3 15.0%	12 12.5%	13 16.7%	10 17.2%
1=Poor	1 1.4%	6 7.4%	2 4.7%	3 7.9%	3 4.1%	1 2.6%	2 5.9%	1 6.3%	3 5.7%	2 10.0%	7 7.3%	3 3.8%	2 3.4%
=NA	15 20.5%	15 18.5%	5 11.6%	8 21.1%	15 20.5% f	9 23.7% f	11 32.4% eF	2 12.5%	6 11.3% c	0 0.0% abC	25 26.0% C	12 15.4%	5 8.6% A
Mean	3.4	3.1	3.2	3.3	3.2	3.3	3.0	3.1	3.1	3.7	3.0	3.3	3.4
SD	1.1	1.0	1.1	1.1	1.0	1.1	1.0	1.0	1.0	1.4 c	1.1	1.0	1.1

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

Topic 4: Financial and Marketing Performance

Rate your firm during the last 12 months on: "Minimizing the impact of marketing on the ecological environment"

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
5=Excellent	28 11.9%	2 10.0%	3 15.0% i	0 0.0%	1 16.7% i	1 20.0% i	4 15.4% i	2 9.5%	6 19.4% i	0 0.0% bdefhjL	2 16.7% i	3 7.5%	4 21.1% I
4=Good	44 18.6%	4 20.0%	4 20.0%	0 0.0%	1 16.7%	1 20.0%	3 11.5% h	6 28.6%	11 35.5% fil	3 9.1% h	2 16.7%	8 20.0%	1 5.3% h
3=Average	58 24.6%	5 25.0%	4 20.0%	1 100.0% gh	3 50.0% h	2 40.0%	6 23.1%	3 14.3% c	4 12.9% cdi	13 39.4% h	3 25.0%	10 25.0%	3 15.8%
2=Fair	29 12.3%	0 0.0% fl	1 5.0%	0 0.0%	1 16.7%	1 20.0%	6 23.1% ah	2 9.5%	1 3.2% fl	5 15.2%	1 8.3%	7 17.5%	4 21.1% ah
1=Poor	14 5.9%	3 15.0% f	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% al	3 14.3%	1 3.2%	1 3.0%	1 8.3%	1 2.5%	3 15.8% f
=NA	63 26.7%	6 30.0%	7 35.0%	0 0.0%	0 0.0%	0 0.0%	7 26.9%	5 23.8%	8 25.8%	11 33.3%	3 25.0%	11 27.5%	4 21.1%
Mean	3.2	3.1	3.5	3.0	3.3	3.4	3.3	3.1	3.9	2.8	3.3	3.2	2.9
SD	1.2	1.4	1.2 i	0.0	1.0	1.1	1.1	1.4	1.0 lkl	0.7 bH	1.3	1.0 h	1.5 h

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

Topic 4: Financial and Marketing Performance

Rate your firm during the last 12 months on: "Minimizing the impact of marketing on the ecological environment"

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
5=Excellent	12 16.4%	6 7.3%	6 14.0%	4 10.5%	9 12.2%	5 13.2%	2 5.9% f	2 12.5%	4 7.5% f	6 30.0% ce	12 12.4%	8 10.3%	8 13.8%
4=Good	14 19.2%	18 22.0%	7 16.3%	5 13.2%	12 16.2%	4 10.5%	8 23.5%	2 12.5%	13 24.5%	5 25.0%	11 11.3% c	16 20.5%	16 27.6% a
3=Average	16 21.9%	21 25.6%	8 18.6%	13 34.2%	20 27.0%	10 26.3%	6 17.6%	4 25.0%	13 24.5%	5 25.0%	26 26.8%	22 28.2%	10 17.2%
2=Fair	9 12.3%	11 13.4%	4 9.3%	5 13.2%	7 9.5%	5 13.2%	5 14.7%	3 18.8%	7 13.2%	2 10.0%	13 13.4%	11 14.1%	5 8.6%
1=Poor	4 5.5%	3 3.7%	5 11.6%	2 5.3%	5 6.8%	0 0.0%	2 5.9%	1 6.3%	4 7.5%	2 10.0%	5 5.2%	3 3.8%	6 10.3%
=NA	18 24.7%	23 28.0%	13 30.2%	9 23.7%	21 28.4% F	14 36.8% F	11 32.4% F	4 25.0% f	12 22.6% f	0 0.0% ABCde	30 30.9%	18 23.1%	13 22.4%
Mean	3.4	3.2	3.2	3.1	3.2	3.4	3.1	3.1	3.1	3.6	3.2	3.3	3.3
SD	1.2	1.0	1.4	1.1	1.2	1.1	1.1	1.2	1.1	1.3	1.2	1.1	1.3

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

Topic 5: Social Media

What percent of your marketing budget...

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
	...do you currently spend on social media?	262 9.4 9.8	22 14.4 11.2 FGII	24 13.8 11.4 fgi	1 5.0 ---	6 8.7 9.0	6 5.2 6.2	28 7.0 7.4 Ab	25 6.0 8.8 Abh	37 11.2 9.7 g	33 7.5 7.4 Ab	13 10.9 7.7	40 9.1 11.5
...will you spend on social media in the next 12 months?	260 13.2 12.1	22 20.3 13.5 eFgIkI	24 18.8 12.9 eFgik	1 5.0 ---	6 10.8 9.7	6 5.3 6.0 abj	28 9.5 8.7 ABh	24 10.3 12.8 ab	37 15.0 12.1 f	33 11.7 9.9 Ab	13 15.1 9.8 e	40 11.7 13.4 ab	25 12.4 12.1 a
...will you spend on social media in five years?	261 21.4 16.2	22 28.8 15.9 EFgk	24 28.5 17.9 eFgk	1 15.0 ---	6 24.7 20.3	6 8.3 7.5 Abij	28 16.2 12.5 AB	24 17.7 16.2 ab	37 22.6 17.1	33 23.0 14.2 e	13 23.4 15.0 e	40 18.6 17.4 ab	25 20.1 15.2

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

Topic 5: Social Media

What percent of your marketing budget...

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
...do you currently spend on social media?	82 9.5 9.6	90 9.2 10.6	49 10.4 9.9	40 8.6 8.3	87 10.8 11.9 e	38 9.1 8.0	37 8.4 8.4	18 10.2 8.8	60 6.8 7.3 aF	21 13.3 10.9 E	113 8.1 9.3 C	83 8.6 8.0 C	64 13.2 11.7 AB
...will you spend on social media in the next 12 months?	81 12.6 11.7	89 13.3 12.7	49 15.0 12.6	40 11.9 10.7	86 14.7 13.8	38 12.1 9.9	36 11.5 10.8	18 16.7 11.8 e	60 10.7 10.3 d	21 16.4 13.9	112 11.7 11.7 C	82 12.5 10.6 c	64 17.1 13.6 Ab
...will you spend on social media in five years?	82 19.9 15.5	89 22.2 17.7	49 22.8 15.0	40 21.0 16.1	86 20.8 17.3	38 20.7 14.3	37 21.5 17.4	18 27.7 16.3	60 20.2 14.7	21 23.7 17.2	113 19.8 16.1 c	82 20.0 14.3 c	64 26.4 18.0 ab

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

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
How many of people does your firm employ in-house to do social media?	262 2.9 6.3	22 2.6 3.3 f	24 4.1 6.2 f	1 1.0 ---	6 5.0 5.8 Fg	5 0.8 0.8	29 1.1 1.2 abDJ	25 1.7 1.6 dj	37 4.6 9.9	33 2.4 4.4	13 3.5 3.4 Fg	40 2.8 8.5	25 2.9 7.9
What percentage of these social media employees are within marketing?	255 69.8 43.2	20 76.9 37.9	24 78.8 35.8 f	1 100.0 ---	6 68.3 42.0	5 76.0 43.4	29 54.8 48.1 bH	24 70.2 44.1	37 84.5 33.8 FiL	32 64.0 46.2 h	13 77.5 42.7	37 68.0 46.1	25 56.2 47.9 H
How many of people does your firm employ from other companies to perform social media activities?	257 2.1 4.5	21 5.4 6.2 BFGK	24 1.1 4.1 A	1 0.0 ---	6 1.3 2.2	5 0.0 0.0	29 1.3 2.1 A	25 1.7 2.6 Ak	36 3.1 5.0 K	33 2.3 4.9 k	13 3.6 5.9 K	38 0.5 1.7 AgHiJl	25 2.9 6.6 k

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

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
How many of people does your firm employ in-house to do social media?	83 3.2 7.2	89 2.4 6.3	49 2.8 6.0	40 3.3 4.5	86 1.1 1.2 CDEF	39 1.5 1.4 EF	37 1.8 1.6 AeF	18 4.8 12.5 A	60 4.2 5.5 ABcf	21 9.4 14.4 ABCe	112 1.4 1.6 BC	84 3.6 7.2 A	64 4.6 9.1 A
What percentage of these social media employees are within marketing?	82 69.7 43.5	86 73.5 43.2	47 67.5 42.6	39 63.6 44.4	84 65.2 47.2	39 73.1 41.6	35 66.9 43.7	18 75.9 40.8	58 75.2 40.4	21 66.8 40.4	108 67.5 45.7	82 65.3 43.7 c	63 80.2 36.3 b
How many of people does your firm employ from other companies to perform social media activities?	81 2.1 3.7 c	87 1.3 3.9 C	48 3.9 6.0 aB	40 2.2 4.7	86 0.5 0.9 DEF	39 0.9 1.5 EF	35 0.8 1.4 EF	17 1.5 2.0 AF	58 3.7 5.6 ABCF	21 9.4 8.7 ABCDE	110 1.3 3.1 bC	82 2.5 4.8 a	64 3.2 5.7 A

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=Not At All Effectively	30 11.5%	1 4.5%	1 4.2% e	0 0.0%	1 16.7%	2 33.3% bh	6 20.7% h	4 16.0%	1 2.8% ef	5 14.7%	1 7.7%	3 7.7%	4 16.0%
2=	35 13.4%	2 9.1%	1 4.2% l	0 0.0%	0 0.0%	1 16.7%	6 20.7%	3 12.0%	3 8.3% l	7 20.6%	1 7.7%	4 10.3%	7 28.0% bh
3=	39 14.9%	3 13.6%	5 20.8%	0 0.0%	1 16.7%	1 16.7%	4 13.8%	4 16.0%	6 16.7%	4 11.8%	2 15.4%	5 12.8%	3 12.0%
4=	49 18.7%	3 13.6%	3 12.5%	0 0.0%	2 33.3%	0 0.0%	4 13.8%	5 20.0%	7 19.4%	8 23.5%	3 23.1%	11 28.2%	3 12.0%
5=	51 19.5%	8 36.4%	4 16.7%	1 100.0% dgkl	0 0.0% c	1 16.7%	7 24.1%	3 12.0% c	8 22.2%	7 20.6%	2 15.4%	6 15.4% c	4 16.0% c
6=	44 16.8%	5 22.7% f	6 25.0% fi	0 0.0%	1 16.7%	1 16.7%	1 3.4% abh	5 20.0%	10 27.8% fi	2 5.9% bh	3 23.1%	6 15.4%	4 16.0%
7=Very Effectively	14 5.3%	0 0.0%	4 16.7% l	0 0.0%	1 16.7% l	0 0.0%	1 3.4%	1 4.0%	1 2.8%	1 2.9%	1 7.7%	4 10.3%	0 0.0% bd
Mean	3.9	4.4	4.8	5.0	4.2	3.0	3.2	3.8	4.4	3.4	4.3	4.2	3.3
SD	1.8	1.5 fil	1.7 eFIL	0.0	2.1	2.1 bh	1.7 aBhk	1.9	1.5 eFIL	1.7 aBH	1.8	1.7 f	1.8 aBH

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All Effectively	12 14.5%	9 10.1%	4 8.3%	5 12.2%	11 12.8%	4 10.5%	6 16.2%	1 5.6%	7 11.7%	1 4.5%	20 18.0% bc	5 6.0% a	4 6.3% a
2=	13 15.7%	14 15.7%	5 10.4%	3 7.3%	10 11.6%	5 13.2%	5 13.5%	3 16.7%	9 15.0%	3 13.6%	16 14.4%	13 15.5%	5 7.8%
3=	12 14.5%	11 12.4%	8 16.7%	8 19.5%	10 11.6%	7 18.4%	5 13.5%	3 16.7%	11 18.3%	2 9.1%	15 13.5%	13 15.5%	11 17.2%
4=	18 21.7%	18 20.2%	7 14.6%	5 12.2%	17 19.8%	7 18.4%	10 27.0%	1 5.6%	9 15.0%	5 22.7%	22 19.8%	15 17.9%	12 18.8%
5=	13 15.7%	17 19.1%	11 22.9%	10 24.4%	14 16.3%	10 26.3%	6 16.2%	3 16.7%	13 21.7%	5 22.7%	19 17.1%	22 26.2%	10 15.6%
6=	11 13.3%	12 13.5%	11 22.9%	10 24.4%	16 18.6%	2 5.3% Df	5 13.5% d	7 38.9% Bce	9 15.0% d	5 22.7% b	13 11.7% C	12 14.3% c	18 28.1% Ab
7=Very Effectively	4 4.8%	8 9.0% d	2 4.2%	0 0.0% b	8 9.3%	3 7.9%	0 0.0%	0 0.0%	2 3.3%	1 4.5%	6 5.4%	4 4.8%	4 6.3%
Mean	3.7	4.0	4.2	4.0	4.1	3.8	3.5	4.3	3.8	4.3	3.6	4.0	4.4
SD	1.8	1.8	1.7	1.7	1.9	1.7	1.6	1.8	1.7	1.6	1.8 C	1.6	1.7 A

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

Topic 5: Social Media

How effectively does your company integrate customer information across purchasing, communication and social media channels?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=Not At All Effectively	32 12.5%	1 4.5%	2 8.3%	0 0.0%	0 0.0%	2 33.3%	2 7.1%	2 8.3%	3 8.6%	7 21.9%	0 0.0%	7 17.9%	6 24.0%
2=	40 15.7%	4 18.2%	2 8.3%	0 0.0%	2 33.3%	1 16.7%	9 32.1%	6 25.0%	3 8.6%	3 9.4%	1 8.3%	4 10.3%	5 20.0%
3=	46 18.0%	7 31.8%	6 25.0%	0 0.0%	1 16.7%	1 16.7%	4 14.3%	2 8.3%	11 31.4%	3 9.4%	3 25.0%	5 12.8%	3 12.0%
4=	55 21.6%	5 22.7%	3 12.5%	1 100.0%	0 0.0%	1 16.7%	2 7.1%	3 12.5%	9 25.7%	11 34.4%	3 25.0%	9 23.1%	8 32.0%
5=	52 20.4%	5 22.7%	3 12.5%	0 0.0%	3 50.0%	1 16.7%	9 32.1%	4 16.7%	9 25.7%	6 18.8%	3 25.0%	8 20.5%	1 4.0%
6=	23 9.0%	0 0.0%	7 29.2%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	6 25.0%	0 0.0%	1 3.1%	1 8.3%	5 12.8%	2 8.0%
7=Very Effectively	7 2.7%	0 0.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	1 4.2%	0 0.0%	1 3.1%	1 8.3%	1 2.6%	0 0.0%
Mean	3.6	3.4	4.2	4.0	3.7	2.7	3.5	4.0	3.5	3.4	4.3	3.7	3.0
SD	1.6	1.2	1.8	0.0	1.5	1.6	1.6	1.9	1.2	1.7	1.4	1.8	1.6

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

Topic 5: Social Media

How effectively does your company integrate customer information across purchasing, communication and social media channels?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
1=Not At All Effectively	9 11.5%	15 16.9%	4 8.3%	4 10.3%	9 10.7%	8 20.5%	5 14.3%	2 11.1%	6 10.3%	2 10.0%	20 18.5% c	8 9.6%	3 4.9% a
2=	16 20.5% d	14 15.7%	8 16.7%	2 5.1% a	11 13.1%	3 7.7%	6 17.1%	3 16.7%	12 20.7%	4 20.0%	18 16.7%	17 20.5% c	5 8.2% b
3=	13 16.7%	13 14.6%	11 22.9%	9 23.1%	8 9.5% Bd	11 28.2% A	8 22.9%	5 27.8% a	11 19.0%	3 15.0%	15 13.9%	16 19.3%	14 23.0%
4=	18 23.1%	18 20.2%	7 14.6%	11 28.2%	19 22.6%	8 20.5%	10 28.6%	3 16.7%	13 22.4%	2 10.0%	22 20.4%	18 21.7%	14 23.0%
5=	17 21.8%	17 19.1%	11 22.9%	7 17.9%	22 26.2% c	8 20.5%	3 8.6% af	5 27.8%	8 13.8%	6 30.0% c	25 23.1%	14 16.9%	13 21.3%
6=	2 2.6% bd	10 11.2% a	5 10.4%	6 15.4% a	9 10.7% b	0 0.0% aef	3 8.6%	0 0.0%	8 13.8% b	3 15.0% b	5 4.6% c	9 10.8%	9 14.8% a
7=Very Effectively	3 3.8%	2 2.2%	2 4.2%	0 0.0%	6 7.1% e	1 2.6%	0 0.0%	0 0.0%	0 0.0% a	0 0.0%	3 2.8%	1 1.2%	3 4.9%
Mean	3.5	3.5	3.8	3.8	4.0	3.2	3.3	3.3	3.5	3.8	3.4	3.5	4.1
SD	1.6	1.7	1.6	1.5	1.7 bc	1.5 a	1.5 a	1.4	1.6	1.7	1.7 C	1.5 c	1.5 Ab

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
We have proven the impact quantitatively	38 14.6%	2 9.1%	7 29.2% fl	0 0.0%	1 16.7%	0 0.0%	2 6.9% b	5 20.0% i	8 21.6% i	1 3.0% Bghjk	3 25.0% i	7 17.9% i	2 8.0%
We have a good qualitative sense of the impact, but not a quantitative impact	105 40.4%	7 31.8%	11 45.8%	1 100.0%	2 33.3%	3 60.0%	8 27.6%	10 40.0%	16 43.2%	15 45.5%	6 50.0%	19 48.7%	7 28.0%
We haven't been able to show the impact yet	117 45.0%	13 59.1% b	6 25.0% aFiL	0 0.0%	3 50.0%	2 40.0%	19 65.5% Bhjk	10 40.0%	13 35.1% fl	17 51.5% b	3 25.0% fl	13 33.3% fl	16 64.0% Bhjk

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We have proven the impact quantitatively	9 10.8%	13 14.8%	9 18.4%	7 17.9%	17 20.2% B	0 0.0% AceF	5 13.5% b	1 5.6%	9 15.3% b	6 27.3% B	8 7.2% bC	14 16.9% a	15 23.4% A
We have a good qualitative sense of the impact, but not a quantitative impact	29 34.9%	38 43.2%	17 34.7%	20 51.3%	28 33.3% b	21 53.8% a	13 35.1%	10 55.6%	21 35.6%	12 54.5%	44 39.6%	34 41.0%	27 42.2%
We haven't been able to show the impact yet	45 54.2% d	37 42.0%	23 46.9%	12 30.8% a	39 46.4% f	18 46.2% f	19 51.4% f	7 38.9%	29 49.2% f	4 18.2% abce	59 53.2% c	35 42.2%	22 34.4% a

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Hits/visits/page views	213 60.7%	18 64.3%	19 63.3%	1 33.3%	5 62.5%	3 42.9%	21 56.8%	22 71.0%	30 50.8% l	26 57.8%	11 68.8%	34 63.0%	22 73.3% h
Number of followers or friends	158 45.0%	15 53.6%	21 70.0% eFHll	1 33.3%	3 37.5%	1 14.3% bj	14 37.8% b	15 48.4%	23 39.0% B	14 31.1% Bjk	10 62.5% ei	28 51.9% i	13 43.3% b
Repeat visits	136 38.7%	12 42.9%	12 40.0%	1 33.3%	2 25.0%	3 42.9%	16 43.2%	12 38.7%	25 42.4%	15 33.3%	6 37.5%	20 37.0%	11 36.7%
Conversion rates (whether a visitor is converted to a buyer)	110 31.3%	11 39.3% fi	14 46.7% Flk	0 0.0%	2 25.0%	3 42.9%	6 16.2% aBghjl	13 41.9% fi	21 35.6% fi	7 15.6% aBghjl	7 43.8% fi	13 24.1% b	12 40.0% fi
Buzz indicators (web mentions)	85 24.2%	12 42.9% eFgi	12 40.0% eFg	0 0.0%	1 12.5%	0 0.0% ab	2 5.4% ABHJk	5 16.1% ab	19 32.2% F	9 20.0% a	6 37.5% F	13 24.1% f	6 20.0%
Sales levels	59 16.8%	5 17.9%	10 33.3% Fhll	0 0.0%	4 50.0% eFhkl	0 0.0% d	2 5.4% BDGj	11 35.5% Fhkl	8 13.6% bdg	4 8.9% BDG	4 25.0% f	8 14.8% dg	3 10.0% bdg
Online product/service ratings	49 14.0%	5 17.9% f	7 23.3% fk	0 0.0%	2 25.0% f	0 0.0%	1 2.7% abdGj	8 25.8% Fk	8 13.6%	5 11.1%	4 25.0% f	4 7.4% bg	5 16.7%
Customer acquisition costs	48 13.7%	7 25.0% fhik	12 40.0% FgHIK	0 0.0%	1 12.5%	1 14.3%	2 5.4% aB	4 12.9% b	5 8.5% aB	3 6.7% aB	3 18.8%	4 7.4% aB	6 20.0%
Net promoter score	45 12.8%	1 3.6% bh	7 23.3% af	0 0.0%	0 0.0%	1 14.3%	2 5.4% bh	5 16.1%	13 22.0% af	4 8.9%	1 6.3%	7 13.0%	4 13.3%
Revenue per customer	44 12.5%	4 14.3%	6 20.0% f	0 0.0%	1 12.5%	0 0.0%	1 2.7% bG	8 25.8% F	9 15.3%	4 8.9%	2 12.5%	6 11.1%	3 10.0%

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Hits/visits/page views	63 56.3%	75 63.6%	41 61.2%	33 63.5%	58 49.6% cE	32 62.7%	34 66.7% a	17 70.8%	53 74.6% Af	18 52.9% e	80 69.6% bc	74 85.1% a	58 85.3% a
Number of followers or friends	40 35.7%	57 48.3%	33 49.3%	27 51.9%	47 40.2%	23 45.1%	22 43.1%	14 58.3%	38 53.5%	13 38.2%	60 52.2%	57 65.5%	40 58.8%
Repeat visits	48 42.9%	45 38.1%	25 37.3%	18 34.6%	35 29.9% E	21 41.2%	19 37.3%	12 50.0%	37 52.1% A	12 35.3%	56 48.7%	46 52.9%	33 48.5%
Conversion rates (whether a visitor is converted to a buyer)	29 25.9%	39 33.1%	26 38.8%	16 30.8%	36 30.8%	12 23.5%	16 31.4%	9 37.5%	25 35.2%	12 35.3%	33 28.7% bC	37 42.5% a	39 57.4% A
Buzz indicators (web mentions)	23 20.5%	31 26.3%	18 26.9%	13 25.0%	21 17.9% dE	13 25.5%	7 13.7% DE	10 41.7% aC	26 36.6% AC	7 20.6%	25 21.7% bC	32 36.8% a	27 39.7% A
Sales levels	14 12.5%	20 16.9%	16 23.9%	9 17.3%	23 19.7%	5 9.8%	9 17.6%	6 25.0%	13 18.3%	3 8.8%	17 14.8% C	19 21.8%	22 32.4% A
Online product/service ratings	10 8.9% d	14 11.9%	12 17.9%	12 23.1% a	15 12.8%	3 5.9% E	5 9.8% e	5 20.8%	17 23.9% Bc	4 11.8%	15 13.0%	19 21.8%	14 20.6%
Customer acquisition costs	11 9.8%	16 13.6%	12 17.9%	9 17.3%	17 14.5%	4 7.8% e	4 7.8% e	2 8.3%	16 22.5% bc	5 14.7%	14 12.2% c	18 20.7%	16 23.5% a
Net promoter score	15 13.4%	15 12.7%	7 10.4%	8 15.4%	10 8.5% E	2 3.9% Ef	6 11.8%	4 16.7%	17 23.9% AB	6 17.6% b	17 14.8%	14 16.1%	14 20.6%
Revenue per customer	12 10.7%	15 12.7%	10 14.9%	7 13.5%	18 15.4%	4 7.8%	5 9.8%	1 4.2%	11 15.5%	5 14.7%	12 10.4% C	11 12.6% C	21 30.9% AB

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Metrics using analysis of online text	41 11.7%	4 14.3%	6 20.0% f	0 0.0%	2 25.0% f	0 0.0%	1 2.7% bd	5 16.1%	9 15.3%	4 8.9%	2 12.5%	6 11.1%	2 6.7%
Customer retention costs	22 6.3%	3 10.7% f	4 13.3% fh	0 0.0%	1 12.5% f	1 14.3% f	0 0.0% abdel	1 3.2%	1 1.7% bl	2 4.4%	1 6.3%	4 7.4%	4 13.3% fh
Profits per customer	21 6.0%	0 0.0%	4 13.3% f	0 0.0%	1 12.5% f	0 0.0%	0 0.0% bdk	3 9.7%	3 5.1%	1 2.2%	1 6.3%	6 11.1% f	2 6.7%
Abandoned shopping carts	21 6.0%	4 14.3% il	3 10.0% i	0 0.0%	0 0.0%	0 0.0%	3 8.1%	5 16.1% hkl	2 3.4% g	0 0.0% abGj	2 12.5% i	2 3.7% g	0 0.0% ag

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Metrics using analysis of online text	9 8.0%	17 14.4%	9 13.4%	6 11.5%	11 9.4%	2 3.9%	1 2.0%	3 12.5%	15 21.1%	9 26.5%	10 8.7%	19 21.8%	12 17.6%
Customer retention costs	2 1.8%	8 6.8%	5 7.5%	7 13.5%	8 6.8%	1 2.0%	1 2.0%	0 0.0%	10 14.1%	2 5.9%	5 4.3%	13 14.9%	4 5.9%
Profits per customer	5 4.5%	10 8.5%	2 3.0%	4 7.7%	11 9.4%	1 2.0%	2 3.9%	1 4.2%	6 8.5%	0 0.0%	5 4.3%	7 8.0%	9 13.2%
Abandoned shopping carts	8 7.1%	3 2.5%	6 9.0%	4 7.7%	6 5.1%	3 5.9%	5 9.8%	1 4.2%	5 7.0%	1 2.9%	0 0.0%	9 10.3%	12 17.6%

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Yes	109 41.0%	10 45.5% F	15 62.5% Fikl	0 0.0%	4 66.7% F	3 50.0% f	3 10.3% ABDeGHiJk	13 52.0% F	19 51.4% F	11 31.4% bfj	9 69.2% Fikl	14 34.1% bfj	8 32.0% bj
No	157 59.0%	12 54.5% F	9 37.5% Fikl	1 100.0%	2 33.3% F	3 50.0% f	26 89.7% ABDeGHiJk	12 48.0% F	18 48.6% F	24 68.6% bfj	4 30.8% Fikl	27 65.9% bfj	17 68.0% bj

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Yes	24 28.9% cD	36 39.6%	25 51.0% a	23 54.8% A	30 34.5% F	11 27.5% deF	13 35.1% f	10 55.6% b	30 49.2% b	15 68.2% ABc	31 27.4% BC	39 45.9% A	39 60.9% A
No	59 71.1% cD	55 60.4%	24 49.0% a	19 45.2% A	57 65.5% F	29 72.5% deF	24 64.9% f	8 44.4% b	31 50.8% b	7 31.8% ABc	82 72.6% BC	46 54.1% A	25 39.1% A

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
+1=Increasing	89 81.7%	7 70.0%	14 93.3% d	0 0.0%	2 50.0% b	2 66.7%	3 100.0%	10 76.9%	17 89.5%	10 90.9%	7 77.8%	10 71.4%	7 87.5%
0=About the same	20 18.3%	3 30.0%	1 6.7% d	0 0.0%	2 50.0% b	1 33.3%	0 0.0%	3 23.1%	2 10.5%	1 9.1%	2 22.2%	4 28.6%	1 12.5%
-1=Decreasing	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.8	0.7	0.9	---	0.5	0.7	1.0	0.8	0.9	0.9	0.8	0.7	0.9
SD	0.4	0.5	0.3 d	---	0.6 b	0.6	0.0	0.4	0.3	0.3	0.4	0.5	0.4

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increasing	24 100.0% bcd	29 80.6% a	19 76.0% a	17 73.9% a	24 80.0%	8 72.7% f	10 76.9%	10 100.0%	22 73.3% f	15 100.0% be	26 83.9%	30 76.9%	33 84.6%
0=About the same	0 0.0% bcd	7 19.4% a	6 24.0% a	6 26.1% a	6 20.0%	3 27.3% f	3 23.1%	0 0.0%	8 26.7% f	0 0.0% be	5 16.1%	9 23.1%	6 15.4%
-1=Decreasing	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	1.0	0.8	0.8	0.7	0.8	0.7	0.8	1.0	0.7	1.0	0.8	0.8	0.8
SD	0.0	0.4	0.4	0.4	0.4	0.5	0.4	0.0	0.4	0.0	0.4	0.4	0.4

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=Not At All Worried	14 12.8%	2 20.0%	4 26.7%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	2 15.4%	3 15.8%	0 0.0%	0 0.0%	2 14.3%	0 0.0%
2=	22 20.2%	2 20.0%	3 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 30.8%	3 15.8%	2 18.2%	4 44.4%	2 14.3%	2 25.0%
3=	16 14.7%	4 40.0%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 15.8%	4 36.4%	1 11.1%	1 7.1%	1 12.5%
4=	25 22.9%	2 20.0%	3 20.0%	0 0.0%	3 75.0%	0 0.0%	1 33.3%	3 23.1%	4 21.1%	1 9.1%	1 11.1%	4 28.6%	3 37.5%
5=	23 21.1%	0 0.0%	3 20.0%	0 0.0%	0 0.0%	1 33.3%	1 33.3%	2 15.4%	5 26.3%	3 27.3%	2 22.2%	4 28.6%	2 25.0%
6=	8 7.3%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	1 33.3%	1 7.7%	1 5.3%	1 9.1%	1 11.1%	1 7.1%	0 0.0%
7=Very Worried	1 0.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	3.4	2.6	2.9	---	4.5	4.0	5.0	3.5	3.4	3.7	3.4	3.6	3.6
SD	1.6	1.1	1.6	---	1.0	2.6	1.0	1.9	1.6	1.3	1.6	1.6	1.2
		dFi	f		a		Ab			a			

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All Worried	3 12.5%	6 16.7%	3 12.0%	2 8.7%	7 23.3%	2 18.2%	0 0.0%	2 20.0%	2 6.7%	1 6.7%	5 16.1%	5 12.8%	4 10.3%
2=	3 12.5%	6 16.7%	6 24.0%	7 30.4%	7 23.3%	3 27.3%	3 23.1%	2 20.0%	5 16.7%	2 13.3%	5 16.1%	9 23.1%	8 20.5%
3=	3 12.5%	6 16.7%	5 20.0%	2 8.7%	3 10.0%	3 27.3%	1 7.7%	2 20.0%	3 10.0%	4 26.7%	5 16.1%	5 12.8%	6 15.4%
4=	8 33.3%	7 19.4%	4 16.0%	5 21.7%	5 16.7%	1 9.1%	3 23.1%	2 20.0%	10 33.3%	4 26.7%	7 22.6%	12 30.8%	6 15.4%
5=	5 20.8%	9 25.0%	5 20.0%	4 17.4%	7 23.3%	2 18.2%	3 23.1%	2 20.0%	7 23.3%	2 13.3%	9 29.0%	6 15.4%	8 20.5%
6=	2 8.3%	2 5.6%	1 4.0%	3 13.0%	0 0.0%	0 0.0%	3 23.1%	0 0.0%	3 10.0%	2 13.3%	0 0.0%	2 5.1%	6 15.4%
7=Very Worried	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 3.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.6%
Mean	3.6	3.4	3.4	3.5	3.1	2.8	4.2	3.0	3.8	3.7	3.3	3.3	3.7
SD	1.5	1.6	1.6	1.6	1.7	1.4	1.5	1.5	1.4	1.4	1.5	1.5	1.7

c b

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

Topic 6: Marketing Jobs

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

Number of respondents	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Mean	191	15	18	0	5	4	25	19	24	26	10	30	14
SD	3.8	4.9	2.0	---	0.6	6.3	2.9	2.1	3.1	3.2	5.0	5.7	6.7
Percentage change in marketing hires from last year	10.2	12.1	6.2	---	1.3	9.5	8.7	11.7	14.1	7.4	8.2	10.3	13.7

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

Topic 6: Marketing Jobs

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Percentage change in marketing hires from last year	62 2.3 11.5	65 5.3 10.6	35 3.8 9.6	29 3.6 6.4	56 4.2 11.1	34 4.6 9.8	30 4.6 11.1	11 3.9 11.4	43 2.7 9.9	16 2.1 6.7	81 3.6 8.1	62 4.5 11.5

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

Topic 6: Marketing Jobs

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
	Percent change in outsourcing expected in the next year	188 4.3 9.9	15 6.2 12.1	18 6.8 11.2	0 --- ---	5 4.0 4.2	4 1.5 2.4	24 1.9 5.3	19 6.1 12.3	23 5.7 11.6	26 3.3 5.1	10 4.5 8.3	30 4.9 12.6

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

Topic 6: Marketing Jobs

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Percent change in outsourcing expected in the next year	60 3.5 8.6	65 5.6 11.4	34 4.1 11.3	29 3.3 7.0	56 6.4 11.8	34 3.0 5.6	30 3.5 8.6	11 5.3 11.8	41 3.6 9.1	15 2.4 13.4	80 3.2 8.1	61 5.0 10.2

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

Topic 7: Marketing Organization

Number of employees

Number of respondents	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Mean	195	17	17	0	5	4	25	20	25	26	11	29	15
SD	6843	2201	6237	---	21779	6547	7388	9504	11917	2503	4275	2331	13558
	18231	4837	21366	---	38063	12312	20319	21395	23325	4055	7422	5111	30517
		d			aiK				ik	dh		Dh	
How many employees does your firm have?	189	17	15	0	5	4	25	19	23	26	11	28	15
	339	39	22	---	131	253	373	1070	909	34	65	145	342
How many marketing (non- sales) employees are in your firm?	1752	52	43	---	262	498	1202	3716	3362	48	91	531	896
						i				e			

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

Topic 7: Marketing Organization

Number of employees

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
How many employees does your firm have?	63 9454 22065	63 5493 16107	39 7657 20761	30 3132 5407	56 140 451 CDEF	35 2818 14923 eF	30 1080 1353 ADEF	12 2429 1695 ACeF	46 9140 10309 AbCdF	16 46614 38442 ABCDE	80 3766 10864 b	64 9725 21708 a	49 8176 22377
How many marketing (non-sales) employees are in your firm?	61 533 2198	61 347 2099	38 245 689	29 35 65	54 60 374 F	34 13 24 EF	29 212 790 F	12 16 15	44 125 217 BF	16 3033 5309 ABCE	76 133 580	64 223 701	47 837 3314

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

Topic 7: Marketing Organization

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Sales and marketing work together on an equal level	132 66.0%	13 76.5%	11 61.1%	0 0.0%	4 80.0%	1 25.0% fi	20 76.9% ek	11 55.0%	19 76.0%	20 76.9% ek	8 72.7%	16 50.0% fi	9 60.0%
We don't have a sales function	24 12.0%	0 0.0% begk	4 22.2% af	0 0.0%	0 0.0%	1 25.0% af	0 0.0% beGK	7 35.0% aFHI	1 4.0% Gk	1 3.8% Gk	1 9.1%	8 25.0% aFhi	1 6.7%
Sales is in charge of marketing	22 11.0%	2 11.8%	1 5.6%	0 0.0%	1 20.0%	0 0.0%	4 15.4%	0 0.0% hl	5 20.0% g	2 7.7%	1 9.1%	3 9.4%	3 20.0% g
Sales is within the marketing function	16 8.0%	1 5.9%	2 11.1%	0 0.0%	0 0.0%	1 25.0% fh	0 0.0% ek	2 10.0%	0 0.0% ek	2 7.7%	1 9.1%	5 15.6% fh	1 6.7%
We have a sales function, but not a marketing function	6 3.0%	1 5.9%	0 0.0% e	0 0.0%	0 0.0%	1 25.0% bghK	2 7.7%	0 0.0% e	0 0.0% e	1 3.8%	0 0.0%	0 0.0% E	1 6.7%

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

Topic 7: Marketing Organization

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Sales and marketing work together on an equal level	48 75.0%	40 59.7%	24 61.5%	20 66.7%	31 52.5% bDF	26 74.3% a	16 53.3% Df	12 100.0% ACe	32 69.6% d	15 88.2% Ac	47 56.6% B	51 79.7% A	33 64.7%
We don't have a sales function	2 3.1% bcd	10 14.9% a	7 17.9% a	5 16.7% a	11 18.6%	3 8.6%	6 20.0%	0 0.0%	3 6.5%	0 0.0%	13 15.7% b	3 4.7% ac	8 15.7% b
Sales is in charge of marketing	10 15.6%	8 11.9%	3 7.7%	1 3.3%	5 8.5%	5 14.3%	5 16.7%	0 0.0%	7 15.2%	0 0.0%	14 16.9%	4 6.3%	4 7.8%
Sales is within the marketing function	1 1.6% b	9 13.4% a	3 7.7%	3 10.0%	9 15.3% b	0 0.0% a	2 6.7%	0 0.0%	4 8.7%	1 5.9%	6 7.2%	6 9.4%	4 7.8%
We have a sales function, but not a marketing function	3 4.7%	0 0.0%	2 5.1%	1 3.3%	3 5.1%	1 2.9%	1 3.3%	0 0.0%	0 0.0%	1 5.9%	3 3.6%	0 0.0%	2 3.9%

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Advertising	167 83.9%	14 82.4%	15 83.3%	0 0.0%	5 100.0%	3 75.0%	23 88.5%	18 90.0%	24 96.0% k	21 80.8%	10 90.9%	21 67.7% h	12 80.0%
Brand	168 84.4%	14 82.4%	16 88.9%	0 0.0%	5 100.0%	3 75.0%	21 80.8%	16 80.0%	21 84.0%	22 84.6%	10 90.9%	27 87.1%	12 80.0%
Promotion	149 74.9%	11 64.7%	15 83.3%	0 0.0%	3 60.0%	3 75.0%	17 65.4%	17 85.0%	21 84.0%	21 80.8%	8 72.7%	23 74.2%	9 60.0%
Social media	156 78.4%	13 76.5%	16 88.9% e	0 0.0%	4 80.0%	1 25.0% bGHjk	19 73.1%	18 90.0% E	22 88.0% E	19 73.1%	10 90.9% e	24 77.4% e	10 66.7%
Positioning	153 76.9%	12 70.6%	13 72.2%	0 0.0%	3 60.0%	4 100.0%	19 73.1%	15 75.0%	23 92.0% l	22 84.6%	10 90.9%	22 71.0%	10 66.7% h
Marketing analytics	136 68.3%	10 58.8% h	13 72.2%	0 0.0%	4 80.0%	2 50.0%	17 65.4%	17 85.0% l	22 88.0% akl	17 65.4%	7 63.6%	19 61.3% h	8 53.3% gh
Marketing research	130 65.3%	10 58.8%	10 55.6%	0 0.0%	3 60.0%	3 75.0%	20 76.9% K	17 85.0% K	19 76.0% K	18 69.2% k	8 72.7%	12 38.7% FGHi	9 60.0%
Public relations	131 65.8%	7 41.2% ghik	13 72.2%	0 0.0%	4 80.0%	1 25.0%	15 57.7%	15 75.0% a	19 76.0% a	19 73.1% a	8 72.7%	23 74.2% a	7 46.7%
Lead generation	112 56.3%	4 23.5% BfHK	13 72.2% Agj	0 0.0%	3 60.0%	1 25.0% h	16 61.5% a	7 35.0% bHK	21 84.0% AeGiJL	14 53.8% h	3 27.3% bHK	23 74.2% AGJI	6 40.0% Hk
Competitive intelligence	114 57.3%	11 64.7%	8 44.4%	0 0.0%	3 60.0%	2 50.0%	19 73.1% j	11 55.0%	14 56.0%	14 53.8%	4 36.4% f	18 58.1%	9 60.0%
Market entry strategies	104 52.3%	10 58.8%	9 50.0%	0 0.0%	2 40.0%	1 25.0%	16 61.5%	10 50.0%	14 56.0%	9 34.6%	5 45.5%	18 58.1%	9 60.0%

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
New products	83 41.7%	13 76.5% ehlKI	8 44.4%	0 0.0%	3 60.0%	0 0.0% a	12 46.2%	9 45.0%	10 40.0% a	7 26.9% A	6 54.5%	9 29.0% A	5 33.3% a
Customer relationship management	76 38.2%	1 5.9% FGhiKI	5 27.8%	0 0.0%	1 20.0%	1 25.0%	13 50.0% A	11 55.0% A	8 32.0% a	9 34.6% a	3 27.3%	16 51.6% A	7 46.7% a
Market selection	61 30.7%	1 5.9% beFh	8 44.4% a	0 0.0%	2 40.0%	2 50.0% a	12 46.2% Ai	4 20.0%	10 40.0% a	5 19.2% f	3 27.3%	9 29.0%	4 26.7%
Pricing	64 32.2%	9 52.9% ik	6 33.3%	0 0.0%	1 20.0%	1 25.0%	12 46.2% ik	5 25.0%	11 44.0% i	4 15.4% afh	4 36.4%	6 19.4% af	4 26.7%
Innovation	60 30.2%	11 64.7% beFhIkl	5 27.8% a	0 0.0%	3 60.0% fi	0 0.0% a	4 15.4% Ad	8 40.0%	7 28.0% a	4 15.4% Ad	4 36.4%	10 32.3% a	3 20.0% a
Sales	53 26.6%	3 17.6%	4 22.2%	0 0.0%	0 0.0%	2 50.0%	7 26.9%	9 45.0%	6 24.0%	7 26.9%	2 18.2%	9 29.0%	3 20.0%
Customer service	39 19.6%	1 5.9% g	6 33.3% h	0 0.0%	0 0.0%	0 0.0%	3 11.5% g	8 40.0% afhi	2 8.0% bgl	3 11.5% g	3 27.3%	7 22.6%	5 33.3% h
Distribution	19 9.5%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	3 11.5%	2 10.0%	3 12.0%	4 15.4%	1 9.1%	3 9.7%	2 13.3%
Stock market performance	5 2.5%	0 0.0% e	0 0.0% e	0 0.0%	0 0.0%	1 25.0% abfhK	0 0.0% e	2 10.0%	0 0.0% e	2 7.7%	0 0.0%	0 0.0% E	0 0.0%

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Advertising	57 89.1% b	50 75.8% ac	36 92.3% b	24 80.0%	45 77.6%	30 85.7%	23 76.7%	12 100.0%	41 89.1%	16 94.1%	66 80.5%	55 85.9%	45 88.2%
Brand	54 84.4%	61 92.4% d	31 79.5%	22 73.3% b	43 74.1% ef	28 80.0%	26 86.7%	12 100.0%	42 91.3% a	17 100.0% a	69 84.1%	56 87.5%	42 82.4%
Promotion	50 78.1%	53 80.3%	27 69.2%	19 63.3%	41 70.7%	30 85.7%	20 66.7%	8 66.7%	37 80.4%	13 76.5%	60 73.2%	51 79.7%	37 72.5%
Social media	49 76.6%	54 81.8%	33 84.6%	20 66.7%	42 72.4% d	31 88.6%	22 73.3%	12 100.0% a	36 78.3%	13 76.5%	63 76.8%	50 78.1%	42 82.4%
Positioning	48 75.0%	54 81.8%	30 76.9%	21 70.0%	41 70.7% f	26 74.3% f	21 70.0% f	11 91.7%	37 80.4%	17 100.0% abc	60 73.2%	53 82.8%	40 78.4%
Marketing analytics	46 71.9%	46 69.7%	25 64.1%	19 63.3%	33 56.9%	25 71.4%	21 70.0%	10 83.3%	33 71.7%	14 82.4%	56 68.3%	45 70.3%	34 66.7%
Marketing research	47 73.4% b	36 54.5% a	27 69.2%	20 66.7%	34 58.6%	23 65.7%	18 60.0%	8 66.7%	33 71.7%	14 82.4%	51 62.2%	45 70.3%	33 64.7%
Public relations	41 64.1%	51 77.3% cd	23 59.0% b	16 53.3% b	37 63.8%	28 80.0% e	19 63.3%	11 91.7% e	26 56.5% bd	10 58.8%	52 63.4%	42 65.6%	35 68.6%
Lead generation	41 64.1% CD	49 74.2% CD	12 30.8% AB	10 33.3% AB	33 56.9%	22 62.9%	15 50.0%	9 75.0%	23 50.0%	10 58.8%	44 53.7%	36 56.3%	31 60.8%
Competitive intelligence	43 67.2% D	39 59.1% d	21 53.8%	11 36.7% Ab	35 60.3%	16 45.7%	18 60.0%	8 66.7%	25 54.3%	12 70.6%	49 59.8%	42 65.6% c	23 45.1% b
Market entry strategies	38 59.4% d	33 50.0%	22 56.4%	11 36.7% a	29 50.0%	14 40.0%	15 50.0%	8 66.7%	27 58.7%	11 64.7%	44 53.7%	34 53.1%	26 51.0%

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
New products	31 48.4% b	19 28.8% aC	22 56.4% B	11 36.7%	16 27.6% deF	12 34.3% f	13 43.3%	7 58.3%	22 47.8% a	12 70.6% Ab	25 30.5% B	34 53.1% A	24 47.1%
Customer relationship management	25 39.1%	28 42.4%	14 35.9%	9 30.0%	26 44.8% b	8 22.9% ac	14 46.7% b	2 16.7%	19 41.3%	7 41.2%	33 40.2%	23 35.9%	20 39.2%
Market selection	24 37.5%	21 31.8%	8 20.5%	8 26.7%	22 37.9%	10 28.6%	6 20.0%	2 16.7%	13 28.3%	8 47.1%	23 28.0%	21 32.8%	17 33.3%
Pricing	28 43.8% bd	15 22.7% a	15 38.5%	6 20.0% a	25 43.1% b	7 20.0% a	9 30.0%	2 16.7%	15 32.6%	6 35.3%	24 29.3%	22 34.4%	18 35.3%
Innovation	17 26.6%	19 28.8%	17 43.6%	7 23.3%	14 24.1%	8 22.9%	7 23.3%	5 41.7%	18 39.1%	8 47.1%	18 22.0% B	28 43.8% A	14 27.5%
Sales	14 21.9%	17 25.8%	15 38.5%	7 23.3%	26 44.8% BE	4 11.4% A	8 26.7%	2 16.7%	9 19.6% A	4 23.5%	21 25.6%	13 20.3% c	19 37.3% b
Customer service	9 14.1%	14 21.2%	8 20.5%	8 26.7%	15 25.9% b	2 5.7% ace	8 26.7% b	1 8.3%	12 26.1% b	1 5.9%	14 17.1%	16 25.0%	9 17.6%
Distribution	5 7.8%	6 9.1%	5 12.8%	3 10.0%	11 19.0% c	2 5.7%	1 3.3% a	0 0.0%	4 8.7%	1 5.9%	9 11.0%	4 6.3%	6 11.8%
Stock market performance	0 0.0% b	4 6.1% a	1 2.6%	0 0.0%	1 1.7%	0 0.0%	2 6.7%	0 0.0%	2 4.3%	0 0.0%	1 1.2%	2 3.1%	2 3.9%

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

Topic 8: Marketing Leadership

Number of reports

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
How many direct reports do you have?	196	16	17	0	5	4	26	20	25	26	11	30	15
	5.5	3.6	4.8	---	8.4	3.3	5.4	6.2	6.9	5.7	6.5	6.0	3.6
	5.6	3.6	4.4	---	12.1	3.9	5.7	4.6	7.8	4.4	6.8	5.7	2.5
How many indirect reports (dotted-line) reports do you have?	170	16	15	0	3	4	20	17	22	24	9	26	13
	16.3	10.4	23.6	---	12.3	5.0	15.5	16.7	13.2	15.7	24.6	20.3	13.7
	26.6	14.4	30.9	---	19.7	6.8	24.4	27.3	25.6	29.9	33.2	32.6	21.6

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

Topic 8: Marketing Leadership

Number of reports

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
How many direct reports do you have?	64 5.7 5.6	65 5.6 6.1	38 4.3 3.6	29 6.5 6.3	57 3.6 3.4 bcE	34 5.4 3.5 a	30 6.1 5.8 a	12 4.4 3.9	46 8.4 8.3 A	17 4.4 2.7	80 5.0 5.3	63 5.9 4.9	51 5.4 5.8
How many indirect reports (dotted-line) reports do you have?	54 13.6 24.5	56 17.3 28.1	34 13.8 23.2	26 22.9 31.5	52 9.3 18.1 E	25 13.5 17.7	27 17.6 27.3	10 7.3 10.7	39 26.6 36.0 A	16 15.8 26.2	70 15.7 27.5	53 15.9 26.1	45 14.9 23.1

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

Topic 8: Marketing Leadership

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

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
		A	B	C	D	E	F	G	H	I	J	K	L
In your current role?	199	17	18	0	5	4	26	20	24	26	11	32	15
	5.4	2.5	5.9	---	10.2	3.0	6.6	5.6	3.8	7.1	6.7	5.2	2.5
	4.9	3.9	5.6	---	5.0	2.4	5.3	4.7	3.9	5.4	5.1	4.6	1.9
		bDfgIjk	al		AeHkL	d	ahL	al	Dfi	AhL	aL	adl	bDFgIJk
In any role?	185	17	15	0	5	4	23	18	22	23	11	31	15
	10.0	7.3	13.0	---	21.4	11.3	11.9	9.9	7.3	10.2	10.4	9.8	5.5
	8.8	7.7	10.0	---	6.3	10.4	8.9	9.2	7.9	9.2	7.1	9.0	5.5
		D	l		AfgHiJKL		dl	d	D	d	D	D	bDf

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

Topic 8: Marketing Leadership

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
In your current role?	63 5.0 4.7	67 5.5 4.9	39 4.6 4.5	30 6.8 5.9	59 5.8 5.1 c	35 7.2 5.7 Cf	30 3.7 3.5 aB	12 5.1 5.7	45 5.0 4.7	17 3.4 2.4 b	83 5.2 5.0	64 6.0 5.3	50 4.6 4.2
In any role?	56 9.9 8.9	65 10.6 8.7	35 8.2 8.6	29 10.9 9.1	54 8.3 8.8	31 11.9 8.6	29 9.7 9.6	11 8.9 8.8	43 10.7 8.5	16 10.1 7.9	76 9.7 8.6	60 11.6 9.5	47 8.4 8.1

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

Topic 8: Marketing Leadership

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Yes	131 62.1%	15 78.9% bf	8 44.4% ag	1 100.0%	4 80.0%	4 80.0%	10 40.0% aGh	16 80.0% bFi	18 72.0% f	14 50.0% g	8 72.7%	23 62.2%	10 62.5%
No	80 37.9%	4 21.1% bf	10 55.6% ag	0 0.0%	1 20.0%	1 20.0%	15 60.0% aGh	4 20.0% bFi	7 28.0% f	14 50.0% g	3 27.3%	14 37.8%	6 37.5%

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

Topic 8: Marketing Leadership

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Yes	38 58.5%	43 58.9%	31 73.8%	19 61.3%	31 46.3% CdE	13 37.1% CDEf	25 80.6% AB	10 83.3% aB	40 83.3% AB	12 70.6% b	53 58.2%	46 70.8%	31 58.5%
No	27 41.5%	30 41.1%	11 26.2%	12 38.7%	36 53.7% CdE	22 62.9% CDEf	6 19.4% AB	2 16.7% aB	8 16.7% AB	5 29.4% b	38 41.8%	19 29.2%	22 41.5%

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

Topic 8: Marketing Leadership

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
+1=Increasing pressure	84 64.6%	9 60.0%	5 62.5%	1 100.0%	2 50.0%	2 50.0%	7 70.0%	8 50.0% k	8 44.4% k	9 64.3%	7 87.5%	18 81.8% gh	8 80.0%
0=About the same amount of pressure	46 35.4%	6 40.0%	3 37.5%	0 0.0%	2 50.0%	2 50.0%	3 30.0%	8 50.0% k	10 55.6% k	5 35.7%	1 12.5%	4 18.2% gh	2 20.0%
-1=Decreasing pressure	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.6	0.6	0.6	1.0	0.5	0.5	0.7	0.5	0.4	0.6	0.9	0.8	0.8
SD	0.5	0.5	0.5	0.0	0.6	0.6	0.5	0.5 k	0.5 jk	0.5	0.4 h	0.4 gh	0.4

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

Topic 8: Marketing Leadership

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increasing pressure	23 60.5%	31 73.8%	18 58.1%	12 63.2%	21 70.0%	9 69.2%	12 48.0%	7 70.0%	27 67.5%	8 66.7%	37 71.2%	27 58.7%	20 64.5%
0=About the same amount of pressure	15 39.5%	11 26.2%	13 41.9%	7 36.8%	9 30.0%	4 30.8%	13 52.0%	3 30.0%	13 32.5%	4 33.3%	15 28.8%	19 41.3%	11 35.5%
-1=Decreasing pressure	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.6	0.7	0.6	0.6	0.7	0.7	0.5	0.7	0.7	0.7	0.7	0.6	0.6
SD	0.5	0.4	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5

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

Topic 9: Marketing Analytics

What percent of your marketing budget...

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
	...do you currently spend on marketing analytics?	227 7.1 7.5	18 7.3 7.4	19 9.2 9.2	1 1.0 ---	5 14.0 8.2	5 3.0 2.7	25 7.5 8.7	22 4.5 5.8	29 8.7 5.9	31 6.9 6.2	12 5.0 4.0	40 5.9 8.3
...will you spend on marketing analytics in the next three years?	227 12.3 11.1	18 13.7 12.2	19 14.3 14.1	1 1.0 ---	5 24.0 11.4	5 7.2 4.1	25 11.4 11.1	22 8.8 10.7	29 14.6 8.7	31 12.7 8.6	12 13.3 12.1	40 10.2 11.7	19 13.6 12.0

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

Topic 9: Marketing Analytics

What percent of your marketing budget...

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	...do you currently spend on marketing analytics?	69 8.2 7.6	82 7.1 7.6	41 5.4 7.0	35 7.3 7.3	74 6.6 8.5	36 5.8 6.0 f	32 6.9 7.6	16 7.5 4.9	48 8.1 7.2	20 9.8 7.8 b	95 6.5 7.0	74 7.5 7.2
...will you spend on marketing analytics in the next three years?	69 13.1 10.7	82 12.0 11.2	41 9.8 9.3	35 14.4 13.2	74 11.2 11.5	36 10.2 8.0 e	32 11.9 12.3	16 13.0 6.9	48 15.1 12.9 b	20 13.9 10.0	95 11.8 10.8	74 12.5 11.4	57 13.2 11.4

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

Topic 9: Marketing Analytics

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

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Percent of projects	227	18	19	1	5	5	25	22	29	31	12	40	19
	32.3	35.7	36.1	0.0	36.0	43.0	28.8	39.3	38.8	37.9	32.7	16.2	36.5
	31.3	32.2	34.3	---	23.8	32.7	27.4	38.1	29.7	32.3	30.6	26.2	30.2
		k	k			k		K	K	K		abeGHII	k

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

Topic 9: Marketing Analytics

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of projects	69	82	41	35	74	36	32	16	48	20	95	74	57
	30.6	27.6	40.0	37.8	31.0	27.0	26.3	35.9	36.8	44.8	29.6	34.6	34.7
	28.5	31.3	34.9	30.8	34.4	30.1	30.1	25.9	29.8	28.6	31.3	30.7	32.1
		c	b			f	f			bc			

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

Topic 9: Marketing Analytics

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=Not At All	33 14.8%	3 16.7%	3 15.8%	0 0.0%	0 0.0%	1 25.0%	4 16.0%	2 9.1%	2 6.9%	4 13.8%	1 8.3%	10 25.6%	2 10.5%
2=	40 17.9%	2 11.1%	3 15.8%	0 0.0%	0 0.0%	0 0.0%	6 24.0%	6 27.3%	3 10.3%	5 17.2%	1 8.3%	13 33.3%	1 5.3%
3=	25 11.2%	1 5.6%	2 10.5%	0 0.0%	1 20.0%	0 0.0%	2 8.0%	3 13.6%	3 10.3%	3 10.3%	3 25.0%	4 10.3%	3 15.8%
4=	40 17.9%	5 27.8%	2 10.5%	1 100.0%	2 40.0%	1 25.0%	5 20.0%	0 0.0%	8 27.6%	8 27.6%	3 25.0%	2 5.1%	3 15.8%
5=	42 18.8%	2 11.1%	3 15.8%	0 0.0%	2 40.0%	1 25.0%	7 28.0%	4 18.2%	5 17.2%	6 20.7%	1 8.3%	5 12.8%	6 31.6%
6=	24 10.8%	3 16.7%	4 21.1%	0 0.0%	0 0.0%	1 25.0%	1 4.0%	1 4.5%	5 17.2%	1 3.4%	2 16.7%	3 7.7%	3 15.8%
7=Very Highly	19 8.5%	2 11.1%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 27.3%	3 10.3%	2 6.9%	1 8.3%	2 5.1%	1 5.3%
Mean	3.7	4.0	4.0	4.0	4.2	4.0	3.3	4.1	4.3	3.6	4.0	2.9	4.2
SD	1.9	2.0 k	2.1 k	0.0	0.8	2.2	1.6 h	2.3 k	1.7 fK	1.7	1.8	1.9 abgHI	1.7 k

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

Topic 9: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All	8 11.8%	15 18.5%	5 12.5%	5 14.7%	20 27.8%	5 13.9%	5 16.1%	1 6.3%	2 4.2%	0 0.0%	19 20.4%	7 9.5%	7 12.5%
2=	14 20.6%	20 24.7%	4 10.0%	2 5.9%	11 15.3%	10 27.8%	9 29.0%	0 0.0%	7 14.6%	2 10.5%	18 19.4%	16 21.6%	6 10.7%
3=	7 10.3%	9 11.1%	5 12.5%	4 11.8%	5 6.9%	8 22.2%	4 12.9%	1 6.3%	6 12.5%	1 5.3%	9 9.7%	8 10.8%	8 14.3%
4=	17 25.0%	10 12.3%	5 12.5%	8 23.5%	14 19.4%	7 19.4%	2 6.5%	3 18.8%	12 25.0%	2 10.5%	18 19.4%	16 21.6%	6 10.7%
5=	15 22.1%	14 17.3%	8 20.0%	5 14.7%	12 16.7%	2 5.6%	4 12.9%	6 37.5%	9 18.8%	9 47.4%	13 14.0%	17 23.0%	12 21.4%
6=	4 5.9%	8 9.9%	6 15.0%	6 17.6%	6 8.3%	1 2.8%	4 12.9%	4 25.0%	6 12.5%	3 15.8%	9 9.7%	5 6.8%	10 17.9%
7=Very Highly	3 4.4%	5 6.2%	7 17.5%	4 11.8%	4 5.6%	3 8.3%	3 9.7%	1 6.3%	6 12.5%	2 10.5%	7 7.5%	5 6.8%	7 12.5%
Mean	3.6	3.4	4.3	4.2	3.3	3.2	3.5	4.8	4.3	4.8	3.5	3.7	4.2
SD	1.6 c	1.9 cd	2.0 ab	1.9 b	1.9 DEF	1.7 DEF	2.0 df	1.4 ABc	1.7 AB	1.4 ABc	1.9 c	1.7	1.9 a

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

Topic 9: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Yes	76 33.2%	3 16.7% h	6 31.6%	0 0.0%	0 0.0% h	2 40.0%	5 19.2% h	7 30.4%	15 50.0% adf	10 33.3%	6 50.0%	14 35.0%	8 42.1%
No	153 66.8%	15 83.3% h	13 68.4%	1 100.0%	5 100.0% h	3 60.0%	21 80.8% h	16 69.6%	15 50.0% adf	20 66.7%	6 50.0%	26 65.0%	11 57.9%

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

Topic 9: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Yes	17 23.9% d	31 37.8%	12 28.6%	16 47.1% a	22 29.3%	9 24.3%	7 22.6% f	7 43.8%	21 42.9%	10 50.0% c	24 25.3%	29 38.7%	23 39.0%
No	54 76.1% d	51 62.2%	30 71.4%	18 52.9% a	53 70.7%	28 75.7%	24 77.4% f	9 56.3%	28 57.1%	10 50.0% c	71 74.7%	46 61.3%	36 61.0%

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

Topic 9: Marketing Analytics

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
We prove the impact quantitatively	78 37.3%	6 31.6%	10 55.6% dfk	1 100.0%	0 0.0% bgh	3 60.0%	6 23.1% bgh	10 52.6% dfk	13 52.0% dfk	10 35.7%	6 54.5%	8 22.9% bgh	5 31.3%
We have a good qualitative sense of the impact, but not a quantitative impact	91 43.5%	7 36.8%	6 33.3%	0 0.0%	3 60.0%	0 0.0% fkl	15 57.7% e	7 36.8%	8 32.0%	12 42.9%	4 36.4%	20 57.1% e	9 56.3% e
We haven't been able to show the impact yet	40 19.1%	6 31.6%	2 11.1%	0 0.0%	2 40.0%	2 40.0%	5 19.2%	2 10.5%	4 16.0%	6 21.4%	1 9.1%	7 20.0%	2 12.5%

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

Topic 9: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We prove the impact quantitatively	26 39.4%	25 35.2%	15 36.6%	12 38.7%	20 31.3% e	8 22.9% ef	11 35.5%	5 41.7%	25 51.0% ab	9 52.9% b	28 31.1%	26 40.0%	24 46.2%
We have a good qualitative sense of the impact, but not a quantitative impact	28 42.4%	32 45.1%	17 41.5%	14 45.2%	26 40.6% b	22 62.9% aE	13 41.9%	6 50.0%	16 32.7% B	7 41.2%	38 42.2%	32 49.2%	20 38.5%
We haven't been able to show the impact yet	12 18.2%	14 19.7%	9 22.0%	5 16.1%	18 28.1%	5 14.3%	7 22.6%	1 8.3%	8 16.3%	1 5.9%	24 26.7% b	7 10.8% a	8 15.4%

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

Topic 9: Marketing Analytics

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
We prove the impact quantitatively	68 33.0%	8 42.1%	10 55.6% dik	0 0.0%	0 0.0% b	3 60.0%	7 26.9%	7 36.8%	10 40.0%	7 25.0% b	3 30.0%	8 22.9% b	5 33.3%
We have a good qualitative sense of the impact, but not a quantitative impact	90 43.7%	5 26.3% i	5 27.8% i	1 100.0%	3 60.0%	0 0.0% ik	11 42.3%	8 42.1%	12 48.0%	17 60.7% abe	4 40.0%	17 48.6% e	7 46.7%
We haven't been able to show the impact yet	48 23.3%	6 31.6%	3 16.7%	0 0.0%	2 40.0%	2 40.0%	8 30.8%	4 21.1%	3 12.0%	4 14.3%	3 30.0%	10 28.6%	3 20.0%

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

Topic 9: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We prove the impact quantitatively	22 34.4%	24 33.8%	12 29.3%	10 33.3%	23 35.9%	11 31.4%	9 29.0%	5 41.7%	11 23.9%	9 52.9%	30 33.3%	20 32.3%	18 34.6%
We have a good qualitative sense of the impact, but not a quantitative impact	28 43.8%	31 43.7%	18 43.9%	13 43.3%	25 39.1%	18 51.4%	14 45.2%	4 33.3%	21 45.7%	7 41.2%	36 40.0%	31 50.0%	22 42.3%
We haven't been able to show the impact yet	14 21.9%	16 22.5%	11 26.8%	7 23.3%	16 25.0%	6 17.1%	8 25.8%	3 25.0%	14 30.4%	1 5.9%	24 26.7%	11 17.7%	12 23.1%

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

Topic 9: Marketing Analytics

How do you measure the ROI of your company's marketing efforts (select all that apply):

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Customer surveys	71 20.7%	3 10.7% i	7 23.3%	1 33.3%	2 25.0%	1 14.3%	6 16.2%	7 22.6%	11 18.6%	15 33.3% a	3 18.8%	10 18.5%	5 16.7%
We don't measure marketing ROI	70 20.4%	5 17.9%	3 10.0% fk	0 0.0%	3 37.5% Gh	2 28.6% g	13 35.1% bGH	1 3.2% DeFiKl	5 8.5% dFiK	11 24.4% gh	2 12.5%	18 33.3% bGH	6 20.0% g
Managers' judgments of customer response	68 19.8%	5 17.9%	8 26.7% l	0 0.0%	2 25.0%	2 28.6%	8 21.6%	8 25.8% l	9 15.3%	9 20.0%	4 25.0%	11 20.4%	2 6.7% bg
Econometric modeling of marketing activities on customer outcomes	61 17.8%	6 21.4%	6 20.0%	0 0.0%	0 0.0%	2 28.6%	4 10.8%	7 22.6%	14 23.7%	9 20.0%	2 12.5%	7 13.0%	4 13.3%
Experiments	41 11.9%	1 3.6% eg	4 13.3%	0 0.0%	1 12.5%	2 28.6% af	1 2.7% egj	7 22.6% afk	8 13.6%	6 13.3%	3 18.8% f	4 7.4% g	4 13.3%
Other	32 9.3%	3 10.7%	4 13.3% h	1 33.3% fH	0 0.0%	1 14.3%	1 2.7% cgj	7 22.6% fHk	1 1.7% bCGiJ	5 11.1% h	3 18.8% fH	4 7.4% g	2 6.7%

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

Topic 9: Marketing Analytics

How do you measure the ROI of your company's marketing efforts (select all that apply):

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Customer surveys	21 18.8%	23 19.5%	12 17.9%	15 28.8%	15 12.8% bE	14 27.5% a	9 17.6%	3 12.5%	22 31.0% A	8 23.5%	27 23.5%	26 29.9%	18 26.5%
We don't measure marketing ROI	25 22.3%	27 22.9%	9 13.4%	9 17.3%	26 22.2%	12 23.5%	14 27.5%	2 8.3%	10 14.1%	5 14.7%	41 35.7% Bc	16 18.4% A	12 17.6% a
Managers' judgments of customer response	21 18.8%	23 19.5%	12 17.9%	12 23.1%	20 17.1%	12 23.5%	12 23.5%	4 16.7%	17 23.9%	3 8.8%	26 22.6%	24 27.6%	18 26.5%
Econometric modeling of marketing activities on customer outcomes	17 15.2%	17 14.4%	16 23.9%	11 21.2%	18 15.4%	5 9.8% ef	7 13.7%	5 20.8%	17 23.9% b	9 26.5% b	20 17.4%	22 25.3%	18 26.5%
Experiments	13 11.6%	11 9.3%	10 14.9%	7 13.5%	11 9.4%	6 11.8%	5 9.8%	2 8.3%	13 18.3%	4 11.8%	14 12.2%	13 14.9%	14 20.6%
Other	7 6.3%	12 10.2%	10 14.9%	3 5.8%	5 4.3% E	6 11.8%	4 7.8%	2 8.3%	13 18.3% A	2 5.9%	11 9.6%	12 13.8%	9 13.2%

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

Topic 9: Marketing Analytics

What percent of your marketing budget do you spend measuring your ROI on marketing?

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Percent of marketing budget spent on measuring ROI	177 2.3 3.3	14 3.2 4.1 k	18 2.2 3.6	1 0.0 ---	5 3.2 4.3 k	3 0.7 1.2	20 1.9 2.7 h	17 1.8 2.1 h	20 4.8 4.5 fgjK	24 3.0 3.5 K	9 1.4 1.8 h	32 0.9 1.7 adHI	13 2.2 3.3

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

Topic 9: Marketing Analytics

What percent of your marketing budget do you spend measuring your ROI on marketing?

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of marketing budget spent on measuring ROI	53	67	31	26	59	31	27	8	39	12	76	54	47
	2.9	1.9	2.5	1.9	1.7	1.9	1.4	4.1	2.8	5.8	2.1	2.4	2.5
	3.8	2.9	3.5	2.5	3.1	2.9	2.6	4.1	2.9	4.6	3.2	3.1	3.6
					dF	F	dF	ac	f	ABCe			

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