



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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Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
3=More	116 45.5%	8 34.8%	6 37.5% eg	6 37.5% eg	5 55.6%	4 100.0% abchjk	3 37.5%	20 69.0% abchk	13 36.1% eg	2 50.0%	18 45.0% e	8 40.0% eg	20 47.6%	3 37.5%
2=No Change	106 41.6%	11 47.8%	6 37.5%	9 56.3%	3 33.3%	0 0.0%	3 37.5%	8 27.6%	17 47.2%	2 50.0%	16 40.0%	9 45.0%	19 45.2%	3 37.5%
1=Less	33 12.9%	4 17.4%	4 25.0% g	1 6.3%	1 11.1%	0 0.0%	2 25.0%	1 3.4% b	6 16.7%	0 0.0%	6 15.0%	3 15.0%	3 7.1%	2 25.0%
Mean	2.3	2.2	2.1	2.3	2.4	3.0	2.1	2.7	2.2	2.5	2.3	2.3	2.4	2.1
SD	0.7	0.7	0.8	0.6	0.7	0.0	0.8	0.6	0.7	0.6	0.7	0.7	0.6	0.8
		G	g				g	AbfHjkm	G		g	g		g

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Percent	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	34 41.5%	45 46.4%	16 44.4%	20 51.3%	30 43.5% f	14 38.9% f	21 42.0% f	13 59.1%	18 37.5% f	19 65.5% abce	35 40.2%	28 41.8%	21 44.7%
2=No Change	36 43.9%	35 36.1%	17 47.2%	18 46.2%	28 40.6%	20 55.6% f	21 42.0%	8 36.4%	21 43.8%	8 27.6% b	41 47.1%	31 46.3%	19 40.4%
1=Less	12 14.6% d	17 17.5% d	3 8.3%	1 2.6% ab	11 15.9%	2 5.6%	8 16.0%	1 4.5%	9 18.8%	2 6.9%	11 12.6%	8 11.9%	7 14.9%
Mean	2.3	2.3	2.4	2.5	2.3	2.3	2.3	2.5	2.2	2.6	2.3	2.3	2.3
SD	0.7	0.7	0.6	0.6	0.7 f	0.6	0.7 f	0.6 e	0.7 df	0.6 ace	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	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Mean	250	22	16	16	9	4	8	29	35	4	38	19	42	8
SD	69.7	68.3	63.9	68.1	69.4	78.8	69.4	68.7	71.7	72.5	71.1	73.0	68.9	68.8
	12.2	12.9	14.0	10.1	10.1	14.4	10.2	14.1	11.7	18.5	11.9	11.8	12.0	9.9
			hk						b			b		

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 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
Optimism rating	80	94	36	39	70	35	47	21	47	29	85	65	47
	70.2	68.6	72.8	68.4	69.4	71.6	69.2	71.4	68.6	70.2	69.3	70.1	68.6
	11.7	13.6	9.0	12.3	13.3	11.4	10.9	11.5	13.2	11.4	12.9	11.9	12.0

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?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
3=More	139 56.0%	11 52.4% G	8 53.3% g	6 37.5% G	5 62.5%	2 50.0%	4 50.0% g	26 86.7% AbCFHJKL	15 45.5% G	3 75.0%	19 48.7% G	11 55.0% g	24 57.1% G	5 62.5%
2=No Change	65 26.2%	8 38.1% g	4 26.7%	6 37.5% g	2 25.0%	0 0.0%	2 25.0%	3 10.0% acj	9 27.3%	0 0.0%	14 35.9% g	6 30.0%	9 21.4%	2 25.0%
1=Less	44 17.7%	2 9.5%	3 20.0%	4 25.0% g	1 12.5%	2 50.0% G	2 25.0%	1 3.3% cEhl	9 27.3% g	1 25.0%	6 15.4%	3 15.0%	9 21.4% g	1 12.5%
Mean SD	2.4 0.8	2.4 0.7 g	2.3 0.8 g	2.1 0.8 G	2.5 0.8	2.0 1.2 G	2.3 0.9 g	2.8 0.5 abCFHJKL	2.2 0.8 G	2.5 1.0	2.3 0.7 G	2.4 0.8 g	2.4 0.8 G	2.5 0.8

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Percent	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	38 48.1%	56 60.2%	18 50.0%	26 66.7%	45 65.2% B	11 32.4% AcDf	28 57.1% b	15 71.4% B	21 46.7%	18 62.1% b	47 54.0%	34 54.0%	22 48.9%
2=No Change	20 25.3%	25 26.9%	11 30.6%	9 23.1%	17 24.6%	12 35.3%	12 24.5%	3 14.3%	15 33.3%	6 20.7%	25 28.7%	14 22.2%	14 31.1%
1=Less	21 26.6% bd	12 12.9% a	7 19.4%	4 10.3% a	7 10.1% B	11 32.4% A	9 18.4%	3 14.3%	9 20.0%	5 17.2%	15 17.2%	15 23.8%	9 20.0%
Mean	2.2	2.5	2.3	2.6	2.6	2.0	2.4	2.6	2.3	2.4	2.4	2.3	2.3
SD	0.8 bd	0.7 a	0.8	0.7 a	0.7 Be	0.8 Acdf	0.8 b	0.7 b	0.8 a	0.8 b	0.8	0.8	0.8

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Optimism rating	253	23	16	16	9	4	8	29	36	4	40	18	42	8
	75.4	75.0	70.3	70.7	81.4	67.8	71.3	77.4	72.2	76.5	79.8	78.6	73.8	83.1
	14.1	14.0	14.1	14.0	14.7	23.0	11.9	11.4	15.1	21.3	12.3	13.8	14.6	14.4
			jm	j					j		bhl		j	b

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 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
Optimism rating	81	96	35	40	71	35	49	21	48	29	89	66	46
	72.3	78.6	73.1	75.6	76.8	74.7	75.4	73.1	76.0	73.4	76.6	73.6	73.2
	14.9	13.5	13.4	13.6	13.5	16.0	14.9	12.5	13.8	14.3	14.1	14.7	15.5
	B	Ac	b										

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

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	40 37.4%	3 37.5%	4 50.0% k	1 14.3% f	0 0.0%	1 50.0%	4 80.0% cjK	4 44.4%	10 43.5% k	3 75.0% jk	2 14.3% fi	1 8.3% bFhil	4 50.0% k	3 50.0%
2=2nd Priority	31 29.0%	0 0.0% gjK	1 12.5% k	3 42.9%	0 0.0%	1 50.0%	1 20.0%	4 44.4% al	5 21.7% k	1 25.0%	6 42.9% al	8 66.7% AbhL	0 0.0% gjK	1 16.7%
3=3rd Priority	36 33.6%	5 62.5% fg	3 37.5%	3 42.9%	1 100.0%	0 0.0%	0 0.0% a	1 11.1% a	8 34.8%	0 0.0%	6 42.9%	3 25.0%	4 50.0%	2 33.3%
Mean	2.0	2.3	1.9	2.3	3.0	1.5	1.2	1.7	1.9	1.3	2.3	2.2	2.0	1.8
SD	0.8	1.0	1.0	0.8	0.0	0.7	0.4	0.7	0.9	0.5	0.7	0.6	1.1	1.0
				fi			cJK			cjk	Fi	Fi		

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

Number Percent	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	17 44.7%	14 36.8%	4 23.5%	5 35.7%	7 25.9%	3 23.1%	8 33.3%	6 54.5%	10 50.0%	6 50.0%	19 47.5%	12 35.3%	7 29.2%
2=2nd Priority	9 23.7%	10 26.3%	7 41.2%	5 35.7%	6 22.2% b	8 61.5% ace	6 25.0% b	3 27.3%	5 25.0% b	3 25.0%	11 27.5%	10 29.4%	5 20.8%
3=3rd Priority	12 31.6%	14 36.8%	6 35.3%	4 28.6%	14 51.9% b	2 15.4% a	10 41.7%	2 18.2%	5 25.0%	3 25.0%	10 25.0% c	12 35.3%	12 50.0% a
Mean	1.9	2.0	2.1	1.9	2.3	1.9	2.1	1.6	1.8	1.8	1.8	2.0	2.2
SD	0.9	0.9	0.8	0.8	0.9 de	0.6	0.9	0.8 a	0.9 a	0.9	0.8	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: Superior product quality

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	61 39.9%	3 30.0%	3 33.3%	10 71.4% hkml	3 50.0%	2 50.0%	1 33.3%	9 47.4%	10 37.0% c	1 33.3%	7 46.7%	3 27.3% c	9 33.3% c	0 0.0% c
2=2nd Priority	47 30.7%	2 20.0%	2 22.2%	1 7.1% Hlm	1 16.7%	1 25.0%	1 33.3%	4 21.1% h	14 51.9% Cg	0 0.0%	4 26.7%	2 18.2%	12 44.4% c	3 60.0% c
3=3rd Priority	45 29.4%	5 50.0% h	4 44.4% h	3 21.4%	2 33.3%	1 25.0%	1 33.3%	6 31.6%	3 11.1% abiK	2 66.7% h	4 26.7%	6 54.5% H	6 22.2%	2 40.0%
Mean	1.9	2.2	2.1	1.5	1.8	1.8	2.0	1.8	1.7	2.3	1.8	2.3	1.9	2.4
SD	0.8	0.9	0.9	0.9 km	1.0	1.0	1.0	0.9	0.7 m	1.2	0.9	0.9 c	0.8	0.5 ch

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

Number Percent	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	19 32.8% c	17 37.8%	16 55.2% a	9 42.9%	18 42.9%	14 56.0% f	10 34.5%	4 36.4%	11 37.9%	4 23.5% b	17 30.4% b	25 50.0% a	9 39.1%
2=2nd Priority	25 43.1% b	9 20.0% a	7 24.1%	6 28.6%	12 28.6%	6 24.0%	6 20.7% df	6 54.5% c	8 27.6%	9 52.9% c	20 35.7%	10 20.0% c	10 43.5% b
3=3rd Priority	14 24.1%	19 42.2%	6 20.7%	6 28.6%	12 28.6%	5 20.0%	13 44.8% d	1 9.1% c	10 34.5%	4 23.5%	19 33.9%	15 30.0%	4 17.4%
Mean	1.9	2.0	1.7	1.9	1.9	1.6	2.1	1.7	2.0	2.0	2.0	1.8	1.8
SD	0.8	0.9	0.8	0.9	0.8	0.8	0.9	0.6	0.9	0.7	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: Superior innovation

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	28 37.8%	0 0.0%	2 66.7%	1 25.0%	1 50.0%	0 0.0%	1 33.3%	1 12.5%	4 44.4%	0 0.0%	4 36.4%	2 40.0%	11 50.0%	1 50.0%
2=2nd Priority	22 29.7%	2 50.0%	1 33.3%	1 25.0%	1 50.0%	0 0.0%	0 0.0%	2 25.0%	3 33.3%	0 0.0%	3 27.3%	1 20.0%	8 36.4%	0 0.0%
3=3rd Priority	24 32.4%	2 50.0%	0 0.0%	2 50.0%	0 0.0%	0 0.0%	2 66.7%	5 62.5%	2 22.2%	1 100.0%	4 36.4%	2 40.0%	3 13.6%	1 50.0%
Mean	1.9	2.5	1.3	2.3	1.5	---	2.3	2.5	1.8	3.0	2.0	2.0	1.6	2.0
SD	0.8	0.6 bl	0.6 ag	1.0	0.7	---	1.2	0.8 bL	0.8	0.0	0.9	1.0	0.7 aG	1.4

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

Number Percent	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 57.1% b	9 28.1% a	2 28.6%	1 14.3%	7 29.2% f	1 12.5% f	4 33.3%	1 100.0%	7 41.2%	8 66.7% ab	10 34.5%	9 45.0%	6 42.9%
2=2nd Priority	5 17.9%	12 37.5%	3 42.9%	2 28.6%	10 41.7%	3 37.5%	4 33.3%	0 0.0%	3 17.6%	2 16.7%	8 27.6%	6 30.0%	4 28.6%
3=3rd Priority	7 25.0%	11 34.4%	2 28.6%	4 57.1%	7 29.2%	4 50.0%	4 33.3%	0 0.0%	7 41.2%	2 16.7%	11 37.9%	5 25.0%	4 28.6%
Mean	1.7	2.1	2.0	2.4	2.0	2.4	2.0	1.0	2.0	1.5	2.0	1.8	1.9
SD	0.9 d	0.8	0.8	0.8 a	0.8	0.7 f	0.9	0.0	0.9	0.8 b	0.9	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: Excellent service

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	56 31.5%	5 27.8% k	1 9.1% jKm	2 50.0%	4 50.0%	0 0.0%	2 25.0%	5 25.0% k	4 16.0% jKm	0 0.0%	15 46.9% bhl	9 69.2% aBgHiL	5 18.5% jKm	4 57.1% bhl
2=2nd Priority	76 42.7%	10 55.6% k	8 72.7% jK	1 25.0%	4 50.0%	2 100.0% jk	5 62.5% k	8 40.0%	10 40.0%	3 100.0% jk	9 28.1% bei	2 15.4% aBefi	12 44.4%	2 28.6%
3=3rd Priority	46 25.8%	3 16.7%	2 18.2%	1 25.0%	0 0.0%	0 0.0%	1 12.5%	7 35.0%	11 44.0% d	0 0.0%	8 25.0%	2 15.4%	10 37.0% d	1 14.3%
Mean	1.9	1.9	2.1	1.8	1.5	2.0	1.9	2.1	2.3	2.0	1.8	1.5	2.2	1.6
SD	0.8	0.7	0.5 dk	1.0	0.5 bHI	0.0	0.6	0.8 k	0.7 DjKm	0.0	0.8 h	0.8 bgHL	0.7 dK	0.8 h

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

Number Percent	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	10 18.9% bd	27 36.0% a	6 37.5%	13 38.2% a	15 30.0%	9 36.0%	18 45.0% ef	6 37.5%	6 18.8% c	2 13.3% c	20 28.6%	14 28.0%	14 40.0%
2=2nd Priority	21 39.6%	36 48.0%	5 31.3%	14 41.2%	22 44.0%	9 36.0%	16 40.0%	6 37.5%	18 56.3%	5 33.3%	32 45.7%	22 44.0%	13 37.1%
3=3rd Priority	22 41.5% Bd	12 16.0% A	5 31.3%	7 20.6% a	13 26.0%	7 28.0%	6 15.0% F	4 25.0%	8 25.0%	8 53.3% C	18 25.7%	14 28.0%	8 22.9%
Mean	2.2	1.8	1.9	1.8	2.0	1.9	1.7	1.9	2.1	2.4	2.0	2.0	1.8
SD	0.8 Bd	0.7 A	0.9	0.8 a	0.8	0.8	0.7 eF	0.8	0.7 c	0.7 C	0.7	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: Trusting relationship

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	43 31.4%	10 55.6% cdj	4 57.1% d	1 11.1% a	0 0.0% ab	1 33.3%	0 0.0%	7 41.2%	3 27.3%	0 0.0%	7 24.1% a	4 36.4%	6 31.6%	0 0.0%
2=2nd Priority	46 33.6%	7 38.9% h	1 14.3%	5 55.6% h	2 33.3%	0 0.0%	1 33.3%	6 35.3% h	0 0.0% acgikm	0 0.0%	13 44.8% h	5 45.5% h	4 21.1%	2 66.7% h
3=3rd Priority	48 35.0%	1 5.6% DefHIJL	2 28.6%	3 33.3%	4 66.7% A	2 66.7% a	2 66.7% a	4 23.5% h	8 72.7% Agik	1 100.0% A	9 31.0% ah	2 18.2% h	9 47.4% A	1 33.3%
Mean	2.0	1.5	1.7	2.2	2.7	2.3	2.7	1.8	2.5	3.0	2.1	1.8	2.2	2.3
SD	0.8	0.6 CDFHJlm	1.0	0.7 A	0.5 Agk	1.2	0.6 A	0.8 d	0.9 A	0.0	0.8 A	0.8 d	0.9 a	0.6 a

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

Number Percent	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=1st Priority	10 27.0%	17 32.1%	6 33.3%	10 34.5%	14 40.0%	7 25.9%	6 25.0%	3 23.1%	8 30.8%	5 41.7%	20 39.2% b	6 18.2% a
2=2nd Priority	11 29.7%	18 34.0%	7 38.9%	10 34.5%	9 25.7%	8 29.6%	11 45.8%	4 30.8%	9 34.6%	5 41.7%	14 27.5%	13 39.4%	14 43.8%
3=3rd Priority	16 43.2%	18 34.0%	5 27.8%	9 31.0%	12 34.3%	12 44.4%	7 29.2%	6 46.2%	9 34.6%	2 16.7%	17 33.3%	14 42.4%	8 25.0%
Mean	2.2	2.0	1.9	2.0	1.9	2.2	2.0	2.2	2.0	1.8	1.9	2.2	1.9
SD	0.8	0.8	0.8	0.8	0.9	0.8	0.8	0.8	0.8	0.8	0.9	0.8	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	7 12.3%	0 0.0%	1 14.3%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	2 50.0%	0 0.0%	1 14.3%	0 0.0%	1 20.0%	0 0.0%
2=2nd Priority	14 24.6%	0 0.0%	2 28.6%	6 54.5%	0 0.0%	0 0.0%	0 0.0%	3 37.5%	1 25.0%	0 0.0%	1 14.3%	1 20.0%	0 0.0%	0 0.0%
3=3rd Priority	36 63.2%	5 100.0% ch	4 57.1%	4 36.4% a	1 100.0%	1 100.0%	2 100.0%	4 50.0%	1 25.0% a	0 0.0%	5 71.4%	4 80.0%	4 80.0%	1 100.0%
Mean	2.5	3.0	2.4	2.3	3.0	3.0	3.0	2.4	1.8	---	2.6	2.8	2.6	3.0
SD	0.7	0.0	0.8	0.6	0.0	0.0	0.0	0.7	1.0	---	0.8	0.4	0.9	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

Number Percent	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%	2 13.3%	1 5.3%	0 0.0%	3 21.4%	2 20.0%	0 0.0%	0 0.0%	2 22.2%	0 0.0%	3 14.3%	1 7.1%	1 7.7%
2=2nd Priority	5 35.7%	1 6.7% c	7 36.8% b	1 11.1%	5 35.7%	2 20.0%	3 33.3%	1 12.5%	2 22.2%	1 14.3%	4 19.0%	6 42.9% c	1 7.7% b
3=3rd Priority	5 35.7% bd	12 80.0% a	11 57.9%	8 88.9% a	6 42.9%	6 60.0%	6 66.7%	7 87.5%	5 55.6%	6 85.7%	14 66.7%	7 50.0%	11 84.6%
Mean	2.1	2.7	2.5	2.9	2.2	2.4	2.7	2.9	2.3	2.9	2.5	2.4	2.8
SD	0.8 bd	0.7 a	0.6	0.3 a	0.8 d	0.8	0.5	0.4 a	0.9	0.4	0.7	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: Customer's purchase volume

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
3=More	160 68.7%	15 71.4%	11 73.3%	7 43.8% kl	3 37.5% kl	1 25.0% kl	6 75.0%	19 70.4%	23 69.7%	3 75.0%	25 71.4%	15 78.9% cde	28 80.0% cde	4 50.0%
2=No Change	58 24.9%	4 19.0%	3 20.0%	8 50.0% hjl	4 50.0%	2 50.0%	1 12.5%	8 29.6%	7 21.2% c	1 25.0%	6 17.1% c	4 21.1%	6 17.1% c	4 50.0%
1=Less	15 6.4%	2 9.5%	1 6.7%	1 6.3%	1 12.5%	1 25.0% gk	1 12.5%	0 0.0% e	3 9.1%	0 0.0%	4 11.4%	0 0.0% e	1 2.9%	0 0.0%
Mean SD	2.6 0.6	2.6 0.7	2.7 0.6	2.4 0.6 kl	2.3 0.7 gkl	2.0 0.8 gKL	2.6 0.7	2.7 0.5 de	2.6 0.7	2.8 0.5	2.6 0.7	2.8 0.4 cdE	2.8 0.5 cdE	2.5 0.5

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

Number Percent	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	58 77.3% c	58 68.2%	19 54.3% a	25 65.8%	47 74.6%	22 61.1%	30 65.2%	16 80.0%	27 61.4%	18 75.0%	62 70.5%	43 65.2%	32 68.1%
2=No Change	13 17.3% C	19 22.4% c	15 42.9% Ab	11 28.9%	12 19.0%	9 25.0%	14 30.4%	3 15.0%	15 34.1%	5 20.8%	20 22.7%	18 27.3%	11 23.4%
1=Less	4 5.3%	8 9.4%	1 2.9%	2 5.3%	4 6.3%	5 13.9%	2 4.3%	1 5.0%	2 4.5%	1 4.2%	6 6.8%	5 7.6%	4 8.5%
Mean	2.7	2.6	2.5	2.6	2.7	2.5	2.6	2.8	2.6	2.7	2.6	2.6	2.6
SD	0.6	0.7	0.6	0.6	0.6	0.7	0.6	0.6	0.6	0.6	0.6	0.6	0.6

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

Topic 1: Marketplace Dynamics - Customers

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

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
3=More	75 32.2%	5 23.8% dk	2 13.3% DK	2 12.5% DK	6 75.0% aBCfghl	1 33.3%	1 12.5% dk	8 29.6% dk	9 27.3% dk	2 50.0%	13 37.1%	12 63.2% aBCfghl	12 33.3% dk	2 25.0%
2=No Change	102 43.8%	12 57.1% i	8 53.3%	10 62.5% i	2 25.0%	1 33.3%	3 37.5%	13 48.1%	15 45.5%	0 0.0% ac	17 48.6%	6 31.6%	12 33.3%	3 37.5%
1=Less	56 24.0%	4 19.0%	5 33.3% k	4 25.0%	0 0.0% f	1 33.3%	4 50.0% djk	6 22.2%	9 27.3%	2 50.0% k	5 14.3% f	1 5.3% bfilm	12 33.3% k	3 37.5% k
Mean SD	2.1 0.7	2.0 0.7 dk	1.8 0.7 DjK	1.9 0.6 DK	2.8 0.5 aBCFghlm	2.0 1.0	1.6 0.7 DjK	2.1 0.7 dk	2.0 0.8 dK	2.0 1.2	2.2 0.7 bdf	2.6 0.6 aBCFgHLm	2.0 0.8 dK	1.9 0.8 dk

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

Number Percent	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	21 27.6% d	25 29.8%	11 31.4%	18 47.4% a	19 30.2%	16 44.4% F	14 31.1%	8 40.0% f	15 34.1% f	3 12.0% Bde	26 29.2%	19 28.4%	17 36.2%
2=No Change	34 44.7%	36 42.9%	18 51.4%	14 36.8%	33 52.4%	16 44.4%	21 46.7%	6 30.0%	15 34.1%	11 44.0%	45 50.6%	30 44.8%	16 34.0%
1=Less	21 27.6%	23 27.4%	6 17.1%	6 15.8%	11 17.5% f	4 11.1% eF	10 22.2%	6 30.0%	14 31.8% b	11 44.0% aB	18 20.2%	18 26.9%	14 29.8%
Mean	2.0	2.0	2.1	2.3	2.1	2.3	2.1	2.1	2.0	1.7	2.1	2.0	2.1
SD	0.7 d	0.8 d	0.7	0.7 ab	0.7 F	0.7 F	0.7 f	0.9	0.8	0.7 ABc	0.7	0.7	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
3=More	132 56.7%	9 42.9% L	9 60.0%	9 56.3% 1	4 50.0% 1	1 33.3% 1	4 50.0% 1	15 55.6% 1	14 42.4% L	1 25.0% 1	20 57.1% 1	11 57.9% 1	30 83.3% AcdefgHijk	5 62.5%
2=No Change	95 40.8%	12 57.1% L	6 40.0% L	6 37.5% 1	3 37.5% 1	2 66.7% L	4 50.0% L	12 44.4% L	19 57.6% L	2 50.0% 1	15 42.9% L	8 42.1% LABcdEFGHIJ	3 8.3% Km	3 37.5% 1
1=Less	6 2.6%	0 0.0% i	0 0.0%	1 6.3%	1 12.5% hj	0 0.0%	0 0.0%	0 0.0% i	0 0.0% dI	1 25.0% agHJk	0 0.0% dI	0 0.0% i	3 8.3%	0 0.0%
Mean	2.5	2.4	2.6	2.5	2.4	2.3	2.5	2.6	2.4	2.0	2.6	2.6	2.8	2.6
SD	0.5	0.5 1	0.5	0.6	0.7	0.6	0.5	0.5	0.5 1	0.8 1	0.5	0.5	0.6 ahi	0.5

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

Number Percent	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	43 56.6%	45 53.6%	20 57.1%	24 63.2%	33 52.4%	20 57.1%	26 56.5%	14 70.0%	23 52.3%	16 64.0%	44 50.0%	37 55.2%	30 63.8%
2=No Change	29 38.2%	38 45.2%	14 40.0%	14 36.8%	29 46.0%	13 37.1%	20 43.5%	6 30.0%	20 45.5%	7 28.0%	42 47.7%	27 40.3%	16 34.0%
1=Less	4 5.3%	1 1.2%	1 2.9%	0 0.0%	1 1.6%	2 5.7%	0 0.0%	0 0.0%	1 2.3%	2 8.0%	2 2.3%	3 4.5%	1 2.1%
Mean	2.5	2.5	2.5	2.6	2.5	2.5	2.6	2.7	2.5	2.6	2.5	2.5	2.6
SD	0.6	0.5	0.6	0.5	0.5	0.6	0.5	0.5	0.5	0.7	0.5	0.6	0.5

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

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
3=More	111 47.4%	9 42.9%	7 46.7%	7 43.8%	5 62.5%	0 0.0%	2 25.0%	15 55.6%	20 60.6%	0 0.0%	12 33.3%	6 31.6%	25 69.4%	3 37.5%
						1	1	i	ijk	ghL	hL	hL	efIJK	
2=No Change	107 45.7%	11 52.4%	6 40.0%	7 43.8%	2 25.0%	2 66.7%	5 62.5%	10 37.0%	11 33.3%	4 100.0%	22 61.1%	12 63.2%	11 30.6%	4 50.0%
			i		i			i	ijk	bdghL	hl	hl	ljk	
1=Less	16 6.8%	1 4.8%	2 13.3%	2 12.5%	1 12.5%	1 33.3%	1 12.5%	2 7.4%	2 6.1%	0 0.0%	2 5.6%	1 5.3%	0 0.0%	1 12.5%
			1	1	1	L	1						bcdEfm	1
Mean	2.4	2.4	2.3	2.3	2.5	1.7	2.1	2.5	2.5	2.0	2.3	2.3	2.7	2.3
SD	0.6	0.6	0.7	0.7	0.8	0.6	0.6	0.6	0.6	0.0	0.6	0.6	0.5	0.7
		1	1	1		ghL	L	e	e		L	L	abcEFJKm	1

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

Number Percent	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	43 56.6%	35 41.2%	17 48.6%	16 42.1%	33 52.4%	15 41.7%	20 43.5%	10 50.0%	17 38.6% f	16 64.0% e	41 46.1%	31 46.3%	23 48.9%
2=No Change	30 39.5%	45 52.9%	15 42.9%	17 44.7%	27 42.9%	16 44.4%	25 54.3% f	8 40.0%	24 54.5% f	7 28.0% ce	45 50.6%	31 46.3%	18 38.3%
1=Less	3 3.9%	5 5.9%	3 8.6%	5 13.2%	3 4.8%	5 13.9% c	1 2.2% b	2 10.0%	3 6.8%	2 8.0%	3 3.4% c	5 7.5%	6 12.8% a
Mean	2.5	2.4	2.4	2.3	2.5	2.3	2.4	2.4	2.3	2.6	2.4	2.4	2.4
SD	0.6	0.6	0.7	0.7	0.6	0.7	0.5	0.7	0.6	0.7	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

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
3=More	111 47.4%	11 52.4%	4 26.7% dgl	9 56.3%	6 75.0% bm	2 66.7%	4 50.0%	17 63.0% bhm	12 36.4% gl	1 25.0%	15 41.7%	7 36.8%	22 61.1% bhm	1 12.5% dgl
2=No Change	89 38.0%	8 38.1%	6 40.0%	5 31.3%	1 12.5%	1 33.3%	2 25.0%	9 33.3%	17 51.5%	2 50.0%	15 41.7%	7 36.8%	11 30.6%	5 62.5%
1=Less	34 14.5%	2 9.5%	5 33.3% gl	2 12.5%	1 12.5%	0 0.0%	2 25.0%	1 3.7% bk	4 12.1%	1 25.0%	6 16.7%	5 26.3% g	3 8.3% b	2 25.0%
Mean	2.3	2.4	1.9	2.4	2.6	2.7	2.3	2.6	2.2	2.0	2.3	2.1	2.5	1.9
SD	0.7	0.7	0.8 GL	0.7	0.7 m	0.6	0.9	0.6 BhjkM	0.7 g	0.8	0.7 g	0.8 gl	0.7 Bkm	0.6 dGl

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

Number Percent	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	35 46.1%	31 36.5% cD	21 60.0% b	24 63.2% B	32 50.8%	17 47.2%	21 45.7%	11 55.0%	16 36.4%	14 56.0%	42 47.2%	28 41.8%	24 51.1%
2=No Change	29 38.2%	39 45.9% d	12 34.3%	9 23.7% b	21 33.3%	14 38.9%	19 41.3%	5 25.0%	20 45.5%	10 40.0%	34 38.2%	28 41.8%	16 34.0%
1=Less	12 15.8%	15 17.6%	2 5.7%	5 13.2%	10 15.9%	5 13.9%	6 13.0%	4 20.0%	8 18.2%	1 4.0%	13 14.6%	11 16.4%	7 14.9%
Mean	2.3	2.2	2.5	2.5	2.3	2.3	2.3	2.4	2.2	2.5	2.3	2.3	2.4
SD	0.7	0.7 cd	0.6 b	0.7 b	0.7	0.7	0.7	0.8	0.7	0.6	0.7	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
3=More	172 73.8%	17 81.0%	9 60.0% gl	9 56.3% gl	5 62.5%	1 33.3% gl	5 62.5%	24 88.9% bcek	25 75.8%	3 75.0%	27 75.0%	11 57.9% gl	30 85.7% bcek	6 75.0%
2=No Change	47 20.2%	3 14.3% e	5 33.3% 1	5 31.3% 1	2 25.0%	2 66.7% agLm	3 37.5% 1	3 11.1% ek	6 18.2%	1 25.0%	7 19.4%	7 36.8% gl	3 8.6% bcEfk	0 0.0% e
1=Less	14 6.0%	1 4.8%	1 6.7%	2 12.5%	1 12.5%	0 0.0%	0 0.0%	0 0.0% m	2 6.1%	0 0.0%	2 5.6%	1 5.3%	2 5.7%	2 25.0% g
Mean SD	2.7 0.6	2.8 0.5	2.5 0.6 g	2.4 0.7 G	2.5 0.8 g	2.3 0.6 g	2.6 0.5	2.9 0.3 bCdek	2.7 0.6	2.8 0.5	2.7 0.6	2.5 0.6 g	2.8 0.5	2.5 0.9

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: My firm's ability to acquire new customers

Number Percent	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	58 77.3%	65 76.5%	21 60.0%	28 73.7%	52 82.5%	24 66.7%	36 78.3%	13 65.0%	29 65.9%	18 75.0%	73 82.0% b	44 66.7% a	32 68.1%
2=No Change	13 17.3%	15 17.6% c	12 34.3% b	7 18.4%	8 12.7% e	6 16.7%	9 19.6%	6 30.0%	14 31.8% a	4 16.7%	14 15.7%	17 25.8%	10 21.3%
1=Less	4 5.3%	5 5.9%	2 5.7%	3 7.9%	3 4.8%	6 16.7% ce	1 2.2% b	1 5.0%	1 2.3% b	2 8.3%	2 2.2% c	5 7.6%	5 10.6% a
Mean	2.7	2.7	2.5	2.7	2.8	2.5	2.8	2.6	2.6	2.7	2.8	2.6	2.6
SD	0.6	0.6	0.6	0.6	0.5 b	0.8 a	0.5	0.6	0.5	0.6	0.5 bc	0.6 a	0.7 a

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor outcome in the next 12 months: Emergence of new domestic competitors

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
+1=Increase	99 49.5%	9 42.9%	5 41.7%	8 53.3%	4 66.7%	1 33.3%	3 50.0%	13 56.5%	10 38.5%	2 66.7%	12 41.4%	11 61.1%	19 61.3%	2 28.6%
0=No Change	101 50.5%	12 57.1%	7 58.3%	7 46.7%	2 33.3%	2 66.7%	3 50.0%	10 43.5%	16 61.5%	1 33.3%	17 58.6%	7 38.9%	12 38.7%	5 71.4%
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0.5	0.4	0.4	0.5	0.7	0.3	0.5	0.6	0.4	0.7	0.4	0.6	0.6	0.3
SD	0.5	0.5	0.5	0.5	0.5	0.6	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

Do you expect the following competitor outcome in the next 12 months: Emergence of new domestic competitors

Number Percent	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=Increase	31 48.4%	28 38.9% d	18 60.0%	22 64.7% b	29 50.0%	19 63.3% e	15 40.5% f	7 43.8%	14 35.9% bF	15 75.0% cE	34 42.5% b	37 63.8% a	18 47.4%
0=No Change	33 51.6%	44 61.1% d	12 40.0%	12 35.3% b	29 50.0%	11 36.7% e	22 59.5% f	9 56.3%	25 64.1% bF	5 25.0% cE	46 57.5% b	21 36.2% a	20 52.6%
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0.5	0.4	0.6	0.6	0.5	0.6	0.4	0.4	0.4	0.8	0.4	0.6	0.5
SD	0.5	0.5 d	0.5	0.5 b	0.5	0.5 e	0.5 f	0.5	0.5 bF	0.4 cE	0.5 b	0.5 a	0.5

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor outcome in the next 12 months: Emergence of new global competitors

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	99 45.6%	6 31.6% c	4 36.4%	11 68.8% aegk	2 25.0%	0 0.0% c	2 28.6%	8 32.0% chl	19 59.4% g	3 75.0%	16 50.0%	6 31.6% c	20 58.8% g	2 28.6%
0=No Change	118 54.4%	13 68.4% c	7 63.6%	5 31.3% aegk	6 75.0%	3 100.0% c	5 71.4%	17 68.0% chl	13 40.6% g	1 25.0%	16 50.0%	13 68.4% c	14 41.2% g	5 71.4%
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0.5	0.3	0.4	0.7	0.3	0.0	0.3	0.3	0.6	0.8	0.5	0.3	0.6	0.3
SD	0.5	0.5 c	0.5	0.5 adgk	0.5 c	0.0	0.5	0.5 chl	0.5 g	0.5	0.5	0.5 c	0.5 g	0.5

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor outcome in the next 12 months: Emergence of new global competitors

Number Percent	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=Increase	39 54.2%	29 38.7%	18 52.9%	13 36.1%	24 41.4% f	21 58.3% e	16 40.0% f	8 40.0% f	14 34.1% bF	16 72.7% acdE	36 42.9%	26 41.9%	24 54.5%
0=No Change	33 45.8%	46 61.3%	16 47.1%	23 63.9%	34 58.6% f	15 41.7% e	24 60.0% f	12 60.0% f	27 65.9% bF	6 27.3% acdE	48 57.1%	36 58.1%	20 45.5%
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0.5	0.4	0.5	0.4	0.4	0.6	0.4	0.4	0.3	0.7	0.4	0.4	0.5
SD	0.5	0.5	0.5	0.5	0.5 f	0.5 e	0.5 f	0.5 f	0.5 bF	0.5 acdE	0.5	0.5	0.5

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor outcome in the next 12 months: More intense rivalry for customers

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	177 77.0%	17 81.0%	11 78.6%	14 87.5%	5 62.5%	3 100.0%	6 75.0%	20 76.9%	25 75.8%	4 100.0%	22 61.1% l	16 84.2%	30 85.7% j	4 57.1%
0=No Change	53 23.0%	4 19.0%	3 21.4%	2 12.5%	3 37.5%	0 0.0%	2 25.0%	6 23.1%	8 24.2%	0 0.0%	14 38.9% l	3 15.8%	5 14.3% j	3 42.9%
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0.8	0.8	0.9	0.6	1.0	0.8	0.8	0.8	1.0	0.6	0.8	0.9	0.6
SD	0.4	0.4	0.4	0.3	0.5	0.0	0.5	0.4	0.4	0.0	0.5 l	0.4	0.4 j	0.5

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor outcome in the next 12 months: More intense rivalry for customers

Number Percent	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=Increase	59 77.6%	57 69.5%	30 85.7%	31 83.8%	42 68.9%	27 75.0%	34 73.9%	18 90.0%	34 81.0%	22 88.0%	65 73.0%	52 80.0%	37 80.4%
0=No Change	17 22.4%	25 30.5%	5 14.3%	6 16.2%	19 31.1%	9 25.0%	12 26.1%	2 10.0%	8 19.0%	3 12.0%	24 27.0%	13 20.0%	9 19.6%
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0.8	0.7	0.8	0.7	0.9	0.8	0.9	0.7	0.8	0.8
SD	0.4	0.5	0.4	0.4	0.5	0.4	0.4	0.3	0.4	0.3	0.4	0.4	0.4

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

Topic 1: Marketplace Dynamics – Competitors

Do you expect the following competitor outcome in the next 12 months: More competitor innovation

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	140 63.1%	11 57.9%	7 50.0%	9 56.3%	5 62.5%	2 66.7%	5 71.4%	19 76.0% j	20 66.7%	1 33.3%	17 48.6% gl	13 68.4%	27 77.1% j	4 50.0%
0=No Change	82 36.9%	8 42.1%	7 50.0%	7 43.8%	3 37.5%	1 33.3%	2 28.6%	6 24.0% j	10 33.3%	2 66.7%	18 51.4% gl	6 31.6%	8 22.9% j	4 50.0%
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0.5	0.6	0.6	0.7	0.7	0.8	0.7	0.3	0.5	0.7	0.8	0.5
SD	0.5	0.5	0.5	0.5	0.5	0.6	0.5	0.4 j	0.5	0.6	0.5 gl	0.5	0.4 j	0.5

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor outcome in the next 12 months: More competitor innovation

Number Percent	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=Increase	44 62.0%	44 54.3% d	25 73.5%	27 75.0% b	35 58.3%	24 70.6%	26 57.8%	12 63.2%	24 60.0%	19 79.2%	49 60.5%	44 67.7%	24 52.2%
0=No Change	27 38.0%	37 45.7% d	9 26.5%	9 25.0% b	25 41.7%	10 29.4%	19 42.2%	7 36.8%	16 40.0%	5 20.8%	32 39.5%	21 32.3%	22 47.8%
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0.5	0.7	0.8	0.6	0.7	0.6	0.6	0.6	0.8	0.6	0.7	0.5
SD	0.5	0.5 d	0.4	0.4 b	0.5	0.5	0.5	0.5	0.5	0.4	0.5	0.5	0.5

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor outcome in the next 12 months: More competitor price-cutting

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	148 66.4%	12 63.2%	13 86.7% gj	12 75.0%	3 50.0% m	1 50.0%	6 75.0%	13 50.0% blm	22 66.7%	1 50.0%	20 57.1% bm	11 57.9% m	26 76.5% g	8 100.0% dgjk
0=No Change	75 33.6%	7 36.8%	2 13.3% gj	4 25.0%	3 50.0% m	1 50.0%	2 25.0%	13 50.0% blm	11 33.3%	1 50.0%	15 42.9% bm	8 42.1% m	8 23.5% g	0 0.0% dgjk
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0.7	0.6	0.9	0.8	0.5	0.5	0.8	0.5	0.7	0.5	0.6	0.6	0.8	1.0
SD	0.5	0.5	0.4 gj	0.4	0.5	0.7	0.5	0.5 bl	0.5	0.7	0.5 b	0.5	0.4 g	0.0

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor outcome in the next 12 months: More competitor price-cutting

Number Percent	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=Increase	50 67.6%	55 67.9%	23 71.9%	20 55.6%	35 59.3%	17 51.5% c	35 76.1% b	15 75.0%	30 73.2%	16 66.7%	48 57.1% b	49 73.1% a	30 68.2%
0=No Change	24 32.4%	26 32.1%	9 28.1%	16 44.4%	24 40.7%	16 48.5% c	11 23.9% b	5 25.0%	11 26.8%	8 33.3%	36 42.9% b	18 26.9% a	14 31.8%
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0.7	0.7	0.7	0.6	0.6	0.5	0.8	0.8	0.7	0.7	0.6	0.7	0.7
SD	0.5	0.5	0.5	0.5	0.5	0.5 c	0.4 b	0.4	0.4	0.5	0.5 b	0.4 a	0.5

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor outcome in the next 12 months: More cooperation on non-price strategies

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
+1=Increase	63 29.0%	7 33.3%	3 20.0%	3 25.0%	2 25.0%	0 0.0%	0 0.0%	7 28.0%	10 33.3%	2 50.0%	11 32.4%	5 26.3%	12 37.5%	1 14.3%
0=No Change	154 71.0%	14 66.7%	12 80.0%	9 75.0%	6 75.0%	3 100.0%	7 100.0%	18 72.0%	20 66.7%	2 50.0%	23 67.6%	14 73.7%	20 62.5%	6 85.7%
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0.3	0.3	0.2	0.3	0.3	0.0	0.0	0.3	0.3	0.5	0.3	0.3	0.4	0.1
SD	0.5	0.5	0.4	0.5	0.5	0.0	0.0	0.5	0.5	0.6	0.5	0.5	0.5	0.4

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

Topic 1: Marketplace Dynamics - Competitors

Do you expect the following competitor outcome in the next 12 months: More cooperation on non-price strategies

Number Percent	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=Increase	22 31.4%	29 36.3% d	6 18.8%	6 17.1% b	22 37.3% Cd	13 37.1% C	5 11.6% ABef	2 11.8% a	13 34.2% c	8 32.0% c	19 24.1%	17 27.4%	16 35.6%
0=No Change	48 68.6%	51 63.8% d	26 81.3%	29 82.9% b	37 62.7% Cd	22 62.9% C	38 88.4% ABef	15 88.2% a	25 65.8% c	17 68.0% c	60 75.9%	45 72.6%	29 64.4%
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	0.3	0.4	0.2	0.2	0.4	0.4	0.1	0.1	0.3	0.3	0.2	0.3	0.4
SD	0.5	0.5 d	0.4	0.4 b	0.5 Cd	0.5 C	0.3 ABef	0.3 a	0.5 c	0.5 c	0.4	0.4	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 Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Existing products or services in existing markets	191	18	13	12	4	3	8	21	28	3	27	17	30	7
	56.8	64.6	53.8	55.8	46.3	53.3	63.3	61.4	53.4	81.7	58.5	69.4	44.7	47.9
	24.6	28.4	22.2	22.9	26.9	15.3	24.2	24.0	25.7	2.9	22.0	24.6	24.7	13.5
		1				i		1	k	elM	1	hLm	agijK	Ik
New products or services in existing markets	191	18	13	12	4	3	8	21	28	3	27	17	30	7
	17.9	16.7	18.1	21.3	15.0	16.7	14.6	16.2	20.0	6.7	13.4	16.2	22.8	23.6
	14.7	15.9	16.5	11.5	12.2	11.5	12.1	13.0	16.7	2.9	10.5	15.9	17.8	13.1
			j							clm		j	j	j
Existing products or services in new markets	191	18	13	12	4	3	8	21	28	3	27	17	30	7
	17.4	12.3	25.4	16.0	28.8	21.7	15.6	16.0	17.5	10.0	19.9	8.2	20.8	17.9
	17.0	12.6	26.0	18.4	7.5	12.6	14.3	15.8	17.0	0.0	14.8	8.3	21.4	17.3
		d	k		aK	k		k	k		K	bDehJl	k	
New products or services in new markets	191	18	13	12	4	3	8	21	28	3	27	17	30	7
	7.8	6.4	2.7	6.9	10.0	8.3	6.5	6.4	9.1	1.7	8.2	6.2	11.7	10.7
	10.2	8.4	4.4	7.9	20.0	2.9	5.6	9.8	13.3	2.9	7.9	8.9	13.2	5.3
			jlM			i				em	b	b	b	Bi

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 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	63	70	30	28	54	28	34	18	36	21	84	63	43
	55.4	55.7	60.5	58.6	56.3	56.3	61.0	58.8	55.8	51.9	59.0	54.6	55.6
	27.2	24.7	20.1	23.3	28.1	23.0	21.7	24.2	25.8	20.9	25.4	25.9	21.3
New products or services in existing markets	63	70	30	28	54	28	34	18	36	21	84	63	43
	18.6	18.1	19.0	14.9	15.4	20.7	17.1	12.9	20.8	21.4	15.6	19.9	19.2
	16.5	13.7	12.8	15.3	15.9	14.8	14.2	12.2	15.4	12.2	15.0	14.7	14.1
								f		d			
Existing products or services in new markets	63	70	30	28	54	28	34	18	36	21	84	63	43
	17.7	17.9	14.1	19.4	21.0	12.7	16.5	23.2	14.4	16.4	18.1	16.7	17.7
	19.8	16.2	14.0	15.6	22.6	9.3	16.5	18.8	13.2	11.1	18.5	16.4	15.2
						d		b					
New products or services in new markets	63	70	30	28	54	28	34	18	36	21	84	63	43
	8.2	8.4	6.4	7.2	7.4	10.4	5.4	5.1	8.9	10.2	7.3	8.7	7.6
	10.3	11.7	5.9	9.4	12.3	13.0	5.6	6.6	10.1	7.0	12.3	8.6	7.3
						c	bF	f		Cd			

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 Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Existing products or services in existing markets	189	18	13	12	4	3	8	20	26	3	30	17	28	7
	50.3	50.3	50.0	60.4	48.8	43.3	55.0	58.3	44.0	58.3	54.2	63.2	36.1	39.3
	23.9	20.5	21.2	21.9	27.8	23.1	29.6	26.7	24.2	17.6	21.5	24.6	22.1	15.9
		l		Lm				L	k		L	hLm	aCGJK	ck
New products or services in existing markets	189	18	13	12	4	3	8	20	26	3	30	17	28	7
	20.8	22.9	20.8	18.1	10.0	25.0	23.3	21.1	21.8	21.7	14.9	17.2	28.8	18.6
	15.9	21.2	16.1	8.2	14.1	15.0	18.1	14.2	16.1	10.4	10.0	15.6	20.3	10.3
										L		J		
Existing products or services in new markets	189	18	13	12	4	3	8	20	26	3	30	17	28	7
	18.1	19.2	21.9	13.6	21.3	18.3	16.5	13.3	20.2	10.0	22.2	10.1	18.6	26.4
	15.0	13.0	18.7	12.5	14.4	10.4	15.6	13.2	14.6	0.0	17.5	9.6	16.0	16.0
		k	k					m	k		k	abhjM		gK
New products or services in new markets	189	18	13	12	4	3	8	20	26	3	30	17	28	7
	10.7	7.6	7.3	7.9	20.0	13.3	5.3	7.3	14.0	10.0	8.7	9.5	16.6	15.7
	12.4	9.2	7.5	7.5	23.1	2.9	4.7	12.2	14.2	13.2	8.5	11.6	17.4	12.4
		l				f	em	l			l		agj	f

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 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	61 49.1 26.3	71 48.6 23.0	30 55.8 21.4	27 51.7 23.8	52 50.2 27.1	27 52.2 25.6	36 52.4 20.9	18 48.6 25.2	36 51.5 24.0	20 44.0 17.8	83 50.5 24.2	64 51.6 25.7
New products or services in existing markets	61 22.4 17.7	71 20.5 15.6	30 20.8 14.4	27 18.1 14.6	52 19.6 18.3	27 21.3 17.2	36 17.0 9.4	18 25.4 19.4	36 21.1 16.9	20 25.4 10.4	83 21.5 17.8	64 19.9 15.6	41 20.6 12.6
Existing products or services in new markets	61 17.3 15.4	71 20.3 16.7 c	30 13.0 10.3 bd	27 19.9 12.7 c	52 20.0 18.7	27 13.3 10.1 c	36 20.2 15.1 b	18 19.9 17.4	36 16.6 12.4	20 17.3 10.5	83 17.7 14.5	64 17.8 15.1	41 19.9 16.2
New products or services in new markets	61 11.2 11.3	71 10.6 14.6	30 10.4 9.8	27 10.3 11.4	52 10.2 16.2	27 13.1 14.6	36 10.4 9.2	18 6.2 6.0 F	36 10.8 11.0	20 13.4 8.8 D	83 10.4 14.7	64 10.7 10.9	41 11.5 9.5

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 Mean % SD %	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
What % of your firm's sales is domestic?	205	19	14	12	5	3	8	24	29	3	31	18	31	8
	81.0	94.0	88.6	71.5	98.6	91.7	72.5	88.6	72.4	65.0	81.5	96.0	67.8	75.0
	23.4	12.0	15.2	26.6	2.2	7.6	27.8	18.1	26.9	32.8	19.5	5.5	28.9	25.1
		CFHIjLm	hl	AdgK	chl		AK	chL	AbdgK	AK	aKl	CFHIJLM	AbdGjK	aK
What % of your firm's sales is through the Internet?	203	19	14	12	5	3	8	24	29	3	31	17	31	7
	10.3	13.2	16.4	6.5	16.0	53.7	4.4	5.5	4.0	0.0	7.1	14.0	14.1	15.0
	17.0	16.2	23.0	4.9	24.2	7.5	10.5	12.2	9.7	0.0	15.7	19.2	19.2	21.1
		Eh	eh	E	eAbCdFGHJK		E	E	abEkIm		E	Eh	Eh	eh
						Lm								

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 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
What % of your firm's sales is domestic?	68 71.2 27.1 BD	75 85.5 18.8 Ad	30 78.7 24.9 D	32 93.5 13.5 AbC	57 87.2 19.6 F	32 83.9 20.9 F	37 80.3 23.7 F	18 86.8 20.9 F	37 80.1 23.7 F	24 60.6 26.3 ABCDE	89 79.0 24.3	67 82.2 23.3	47 83.1 22.4
What % of your firm's sales is through the Internet?	67 7.5 14.9 c	74 9.2 16.1	30 15.2 19.4 a	32 13.9 19.5	56 12.8 20.9	32 11.0 17.0	36 8.3 15.0	18 9.4 17.3	37 7.4 13.6	24 11.3 14.3	89 0.0 0.0	67 5.6 3.3 C	47 36.3 17.9 B

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 Mean % SD %	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Domestic sales percent	205	19	14	12	5	3	8	24	29	3	31	18	31	8
	81.0	94.0	88.6	71.5	98.6	91.7	72.5	88.6	72.4	65.0	81.5	96.0	67.8	75.0
	23.4	12.0	15.2	26.6	2.2	7.6	27.8	18.1	26.9	32.8	19.5	5.5	28.9	25.1
		CFHIjLm	hl	AdgK	chl		AK	chL	AbdgK	AK	aKl	CFHIJLM	AbdGjK	aK
Internet sales percent	203	19	14	12	5	3	8	24	29	3	31	17	31	7
	10.3	13.2	16.4	6.5	16.0	53.7	4.4	5.5	4.0	0.0	7.1	14.0	14.1	15.0
	17.0	16.2	23.0	4.9	24.2	7.5	10.5	12.2	9.7	0.0	15.7	19.2	19.2	21.1
		Eh	eh	E	eAbCdFGHJK		E	E	abEkIm		E	Eh	Eh	eh
						Lm								

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 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	68 71.2 27.1 BD	75 85.5 18.8 Ad	30 78.7 24.9 D	32 93.5 13.5 AbC	57 87.2 19.6 F	32 83.9 20.9 F	37 80.3 23.7 F	18 86.8 20.9 F	37 80.1 23.7 F	24 60.6 26.3 ABCDE	89 79.0 24.3	67 82.2 23.3	47 83.1 22.4
Internet sales percent	67 7.5 14.9 c	74 9.2 16.1	30 15.2 19.4 a	32 13.9 19.5	56 12.8 20.9	32 11.0 17.0	36 8.3 15.0	18 9.4 17.3	37 7.4 13.6	24 11.3 14.3	89 0.0 0.0	67 5.6 3.3 C	47 36.3 17.9 B

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

Topic 2: Firm Growth Strategies

Which international market is your firm's largest in terms of sales?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Western Europe	43 41.0%	3 60.0%	2 33.3%	1 11.1%	0 0.0%	1 50.0%	2 50.0%	3 30.0%	7 36.8%	1 50.0%	8 50.0%	1 20.0%	13 56.5%	1 25.0%
Canada	16 15.2%	2 40.0%	1 16.7%	3 33.3%	0 0.0%	1 50.0%	1 25.0%	1 10.0%	3 15.8%	0 0.0%	0 0.0%	2 40.0%	1 4.3%	1 25.0%
China	14 13.3%	0 0.0%	1 16.7%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	2 10.5%	0 0.0%	2 12.5%	0 0.0%	5 21.7%	1 25.0%
Middle East	8 7.6%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 25.0%	1 10.0%	1 5.3%	1 50.0%	1 6.3%	1 20.0%	1 4.3%	0 0.0%
Japan	4 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	1 25.0%
India	3 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 5.3%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%
Indonesia and Southeast Asia	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 5.3%	0 0.0%	1 6.3%	0 0.0%	1 4.3%	0 0.0%
Eastern Europe	2 1.9%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%
Korea	2 1.9%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mexico	2 1.9%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%
Northern Europe	2 1.9%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
South America besides Brazil	2 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Which international market is your firm's largest in terms of sales?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Brazil	1 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%
Russia	1 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%
Central America	1 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Australia/New Zealand	1 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Which international market is your firm's largest in terms of sales?

Number Percent	Total		Primary Economic Sector				Total		Sales Revenue						Total		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
Western Europe	43 40.57%	22 48.90%	14 43.80%	5 26.30%	2 22.20%	43 40.57%	7 35.00%	6 46.20%	6 30.00%	4 40.00%	10 47.60%	10 47.60%	43 40.57%	22 45.80%	14 40.00%	7 31.80%			
Canada	16 15.09%	4 8.90%	6 18.80%	6 31.60%	0 0.00%	16 15.09%	3 15.00%	2 15.40%	6 30.00%	1 10.00%	3 14.30%	1 4.80%	16 15.09%	4 8.30%	7 20.00%	5 22.70%			
China	14 13.21%	7 15.60%	2 6.30%	4 21.10%	1 11.10%	14 13.21%	0 0.00%	0 0.00%	6 30.00%	0 0.00%	3 14.30%	5 23.80%	14 13.21%	6 12.50%	4 11.40%	4 18.20%			
Middle East	8 7.55%	2 4.40%	2 6.30%	1 5.30%	3 33.30%	8 7.55%	0 0.00%	0 0.00%	2 10.00%	2 20.00%	1 4.80%	3 14.30%	8 7.55%	4 8.30%	3 8.60%	1 4.50%			
Japan	4 3.77%	3 6.70%	0 0.00%	0 0.00%	1 11.10%	4 3.77%	1 5.00%	0 0.00%	0 0.00%	1 10.00%	2 9.50%	0 0.00%	4 3.77%	1 2.10%	2 5.70%	1 4.50%			
India	3 2.83%	1 2.20%	2 6.30%	0 0.00%	0 0.00%	3 2.83%	2 10.00%	1 7.70%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	3 2.83%	3 6.30%	0 0.00%	0 0.00%			
Indonesia and Southeast Asia	3 2.83%	1 2.20%	1 3.10%	0 0.00%	1 11.10%	3 2.83%	2 10.00%	1 7.70%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	3 2.83%	2 4.20%	0 0.00%	1 4.50%			
Eastern Europe	2 1.89%	0 0.00%	1 3.10%	1 5.30%	0 0.00%	2 1.89%	1 5.00%	1 7.70%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	2 1.89%	0 0.00%	1 2.90%	1 4.50%			
Korea	2 1.89%	1 2.20%	1 3.10%	0 0.00%	0 0.00%	2 1.89%	2 10.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	2 1.89%	2 4.20%	0 0.00%	0 0.00%			
Mexico	2 1.89%	0 0.00%	0 0.00%	1 5.30%	1 11.10%	2 1.89%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	1 4.80%	1 4.80%	2 1.89%	1 2.10%	1 2.90%	0 0.00%			
Northern Europe	2 1.89%	0 0.00%	1 3.10%	1 5.30%	0 0.00%	2 1.89%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	1 4.80%	1 4.80%	2 1.89%	1 2.10%	1 2.90%	0 0.00%			

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

Topic 3: Marketing Spending

Which international market is your firm's largest in terms of sales?

N=106	Total	Primary Economic Sector				Total	Sales Revenue						Total	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
South America besides Brazil	2 1.89%	2 4.40%	0 0.00%	0 0.00%	0 0.00%	2 1.89%	0 0.00%	2 15.40%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	2 1.89%	1 2.10%	0 0.00%	1 4.50%
Brazil	1 0.94%	1 2.20%	0 0.00%	0 0.00%	0 0.00%	1 0.94%	0 0.00%	0 0.00%	0 0.00%	1 10.00%	0 0.00%	0 0.00%	1 0.94%	1 2.10%	0 0.00%	0 0.00%
Russia	1 0.94%	0 0.00%	1 3.10%	0 0.00%	0 0.00%	1 0.94%	1 5.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	1 0.94%	0 0.00%	1 2.90%	0 0.00%
Central America	1 0.94%	1 2.20%	0 0.00%	0 0.00%	0 0.00%	1 0.94%	0 0.00%	0 0.00%	0 0.00%	1 10.00%	0 0.00%	0 0.00%	1 0.94%	0 0.00%	1 2.90%	0 0.00%
Australia/New Zealand	1 0.94%	0 0.00%	1 3.10%	0 0.00%	0 0.00%	1 0.94%	1 5.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	1 0.94%	0 0.00%	0 0.00%	1 4.50%

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

Topic 3: Marketing Spending

Which international market you are not in is your firm's biggest opportunity for the future?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
China	21 19.3%	4 80.0% CHjl	1 16.7%	0 0.0% A	0 0.0%	1 50.0%	1 20.0%	2 22.2%	2 10.5% A	0 0.0%	3 15.8% a	2 22.2%	4 21.1% a	1 25.0%
Western Europe	15 13.8%	0 0.0%	2 33.3% h	2 22.2% h	0 0.0%	1 50.0% H	2 40.0% HI	2 22.2% h	0 0.0% bcEFgm	0 0.0%	3 15.8%	1 11.1%	1 5.3% f	1 25.0% h
South America besides Brazil	9 8.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	2 10.5%	0 0.0%	0 0.0% l	1 11.1%	4 21.1% j	0 0.0%
Indonesia and Southeast Asia	8 7.3%	0 0.0%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	0 0.0%	3 15.8%	0 0.0%	1 5.3%	0 0.0%
Mexico	6 5.5%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	3 15.8%	0 0.0%	0 0.0% m	0 0.0%	0 0.0% m	1 25.0% jl
Canada	6 5.5%	0 0.0%	0 0.0% d	0 0.0% d	1 100.0% bchJkL	0 0.0%	0 0.0%	1 11.1%	2 10.5% d	0 0.0%	1 5.3% D	0 0.0% d	1 5.3% D	0 0.0%
Brazil	6 5.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	3 15.8%	0 0.0%	2 10.5%	0 0.0%	0 0.0%	0 0.0%
Central America	5 4.6%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	0 0.0%	1 5.3%	1 11.1%	0 0.0%	0 0.0%
Australia/New Zealand	5 4.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	1 5.3%	2 22.2%	1 5.3%	0 0.0%
Middle East	5 4.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 11.1%	0 0.0% I	1 50.0% HJ	0 0.0% I	1 11.1%	1 5.3%	0 0.0%
Eastern Europe	5 4.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	1 5.3%	1 50.0% L	2 10.5%	0 0.0%	0 0.0% I	0 0.0%

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

Topic 3: Marketing Spending

Which international market you are not in is your firm's biggest opportunity for the future?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
India	5 4.6%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	1 11.1%	2 10.5%	0 0.0%
Northern Europe	3 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	2 10.5%	0 0.0%	0 0.0%	0 0.0%
Korea	3 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	1 25.0%
South Africa	2 1.8%	0 0.0%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Taiwan	2 1.8%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%
Russia	2 1.8%	0 0.0%	1 16.7%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Japan	1 0.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%

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

Topic 3: Marketing Spending

Which international market you are not in is your firm's biggest opportunity for the future?

Number Percent	Total	Primary Economic Sector				Total	Sales Revenue						Total	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
China	21 15.67%	7 17.10% d	8 20.00%	1 5.60% d	5 50.00% ac	21 15.67%	2 7.70% De	1 6.70% d	3 14.30% d	6 54.50% Abc	7 30.40% a	2 15.40%	21 15.79%	10 19.20%	8 23.50%	3 13.60%
Western Europe	15 11.19%	2 4.90% C	6 15.00% c	7 38.90% Abd	0 0.00% c	15 11.19%	2 7.70%	2 13.30%	6 28.60%	1 9.10%	3 13.00%	1 7.70%	14 10.53%	7 13.50%	4 11.80%	3 13.60%
South America Besides Brazil	9 6.72%	4 9.80%	2 5.00%	2 11.10%	1 10.00%	9 6.72%	2 7.70%	1 6.70%	1 4.80% f	0 0.00%	1 4.30% f	4 30.80% ce	9 6.77%	4 7.70%	3 8.80%	2 9.10%
Indonesia and Southeast Asia	8 5.97%	2 4.90%	4 10.00%	2 11.10%	0 0.00%	8 5.97%	3 11.50%	2 13.30%	1 4.80%	0 0.00%	1 4.30%	1 7.70%	8 6.02%	4 7.70%	3 8.80%	1 4.50%
Mexico	6 4.48%	3 7.30%	3 7.50%	0 0.00%	0 0.00%	6 4.48%	1 3.80%	2 13.30%	2 9.50%	1 9.10%	0 0.00%	0 0.00%	6 4.51%	3 5.80%	2 5.90%	1 4.50%
Canada	6 4.48%	2 4.90%	3 7.50%	1 5.60%	0 0.00%	6 4.48%	3 11.50%	3 20.00% ce	0 0.00% b	0 0.00%	0 0.00% b	0 0.00%	6 4.51%	4 7.70%	0 0.00%	2 9.10%
Brazil	6 4.48%	4 9.80%	2 5.00%	0 0.00%	0 0.00%	6 4.48%	2 7.70%	0 0.00%	2 9.50%	1 9.10%	1 4.30%	0 0.00%	6 4.51%	3 5.80%	2 5.90%	1 4.50%
Central America	5 3.73%	3 7.30%	1 2.50%	1 5.60%	0 0.00%	5 3.73%	2 7.70%	0 0.00%	1 4.80%	0 0.00%	2 8.70%	0 0.00%	5 3.76%	2 3.80%	1 2.90%	2 9.10%
Australia/New Zealand	5 3.73%	2 4.90%	3 7.50%	0 0.00%	0 0.00%	5 3.73%	5 19.20% ce	0 0.00%	0 0.00% a	0 0.00%	0 0.00% a	0 0.00%	5 3.76%	2 3.80%	2 5.90%	1 4.50%
Middle East	5 3.73%	4 9.80% b	0 0.00% a	1 5.60%	0 0.00%	5 3.73%	0 0.00%	2 13.30%	1 4.80%	0 0.00%	1 4.30%	1 7.70%	5 3.76%	3 5.80%	2 5.90%	0 0.00%
Eastern Europe	5 3.73%	2 4.90%	3 7.50%	0 0.00%	0 0.00%	5 3.73%	1 3.80%	0 0.00%	0 0.00%	1 9.10%	1 4.30%	2 15.40%	5 3.76%	2 3.80%	3 8.80%	0 0.00%

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

Topic 3: Marketing Spending

Which international market you are not in is your firm's biggest opportunity for the future?

	Total	Primary Economic Sector				Total	Sales Revenue						Total	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
India	5 3.73%	2 4.90%	3 7.50%	0 0.00%	0 0.00%	5 3.73%	1 3.80%	0 0.00%	1 4.80%	0 0.00%	2 8.70%	1 7.70%	5 3.73%	3 5.80%	0 0.00%	2 9.10%
Northern Europe	3 2.24%	1 2.40%	1 2.50%	0 0.00%	1 10.00%	3 2.24%	2 7.70%	1 6.70%	0 0.00%	0 0.00%	0 0.00%	0 0.00%	3 2.24%	2 3.80%	0 0.00%	1 4.50%
Korea	3 2.24%	1 2.40%	0 0.00%	0 0.00%	2 20.00%	3 2.24%	0 0.00%	1 6.70%	1 4.80%	0 0.00%	1 4.30%	0 0.00%	3 2.24%	0 0.00%	1 2.90%	2 9.10%
South Africa	5 3.73%	0 0.00%	0 0.00%	2 11.10%	0 0.00%	2 1.49%	0 0.00%	0 0.00%	0 0.00%	1 4.30%	1 7.70%	2 1.49%	1 1.90%	1 2.90%	0 0.00%	
Taiwan	5 3.73%	1 2.40%	0 0.00%	0 0.00%	1 10.00%	2 1.49%	0 0.00%	0 0.00%	1 4.80%	0 0.00%	1 4.30%	0 0.00%	2 1.49%	1 1.90%	1 2.90%	0 0.00%
Russia	5 3.73%	0 0.00%	1 2.50%	1 5.60%	0 0.00%	2 1.49%	0 0.00%	0 0.00%	1 4.80%	0 0.00%	1 4.30%	0 0.00%	2 1.49%	1 1.90%	0 0.00%	1 4.50%
Japan	5 3.73%	1 2.40%	0 0.00%	0 0.00%	0 0.00%	1 0.75%	0 0.00%	0 0.00%	0 0.00%	1 9.10%	0 0.00%	0 0.00%	1 0.75%	0 0.00%	1 2.90%	0 0.00%

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												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Overall marketing spending	129	10	10	9	4	1	6	19	18	2	18	11	17	4
	5.5	7.2	5.3	8.6	5.0	-16.0	-7.5	8.2	0.7	0.0	6.4	9.0	7.9	9.3
	11.0	13.1	7.3	8.8	5.8	---	10.4	12.0	6.0	14.1	10.2	15.1	10.5	14.2
		f	f	Fh			abCGhJkL	Fh	cfgjkl		Fh	fh	Fh	
Digital marketing spending	120	10	10	9	4	1	5	16	15	0	19	12	16	3
	12.2	14.5	6.0	16.8	27.3	20.0	8.0	16.9	4.0	---	9.9	14.2	15.1	4.0
	15.9	19.4	9.3	16.2	30.0	---	24.6	20.9	3.8	---	10.7	18.1	13.7	1.7
			H	Hj			h	CDgkL		d	h	h	H	
New product introductions	110	9	8	9	4	1	5	15	16	1	15	11	13	3
	8.6	8.6	8.8	9.7	2.5	0.0	8.2	8.3	7.8	10.0	2.0	15.7	14.8	0.3
	15.8	12.4	17.1	8.9	5.0	---	10.2	25.5	7.1	---	4.9	21.1	22.5	0.6
			j	j			j	j		chkl	j	j		
Customer relationship management	108	8	9	8	4	1	5	15	15	1	17	9	13	3
	8.0	3.2	7.0	3.1	3.8	0.0	8.2	16.9	4.2	-5.0	5.6	19.3	6.8	7.3
	14.9	7.0	9.5	3.5	7.5	---	8.1	25.8	5.9	---	7.4	29.1	9.1	11.0
Brand building	111	8	11	8	4	1	5	14	14	0	18	10	15	3
	5.4	7.0	6.4	7.6	3.0	5.0	-5.8	8.3	1.8	---	6.8	2.9	8.6	1.0
	10.8	7.4	7.1	7.4	4.8	---	14.8	16.9	7.7	---	5.5	13.7	13.7	3.6
		f	f	f			bcJ	j		Fh				
New service introductions	100	8	7	8	4	1	5	13	13	0	16	9	13	3
	4.0	2.6	3.6	0.6	3.8	20.0	4.2	-0.1	4.3	---	5.9	3.0	5.7	12.5
	8.5	5.3	4.8	1.8	7.5	---	4.0	9.4	10.4	---	7.4	6.6	10.0	20.8
			f	f			c							
Traditional advertising spending	108	8	9	8	4	1	5	16	14	0	15	11	14	3
	-2.1	0.1	6.9	-2.9	7.5	-10.0	-18.4	-4.9	0.9	---	-0.7	-1.1	-7.9	0.0
	14.2	5.4	18.6	14.9	8.7	---	20.3	21.2	4.6	---	4.3	12.9	14.8	3.6
		f	fl	fj			abdHJ	FI		dF		bh		

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 %	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	40 3.1 11.5	46 6.6 10.0	19 5.7 10.6	24 7.5 12.3	39 8.2 11.9 c	18 7.0 14.9	21 1.3 5.2 a	12 4.8 11.6	25 5.8 11.1	14 3.0 7.1	56 4.2 10.8	50 7.3 12.3	23 4.9 8.2
Digital marketing spending	36 8.4 13.9 d	43 10.7 11.9 d	18 13.7 15.6	23 19.9 22.7 ab	34 9.9 14.3 d	18 10.1 15.4	22 8.2 11.5 D	12 21.7 15.3 aC	22 16.9 20.3	12 11.4 16.8	50 10.3 15.5	48 14.4 17.3	22 11.8 13.6
New product introductions	36 11.9 16.7 b	37 4.5 7.3 aC	17 16.8 17.1 Bd	20 2.9 20.7 c	34 6.5 13.1	16 11.3 18.1	18 6.8 11.7	11 16.0 22.8	20 5.1 18.5	11 12.5 11.3	45 9.7 16.6	46 7.6 15.3	19 8.1 15.8
Customer relationship management	33 7.3 13.3	39 7.7 13.2	17 5.4 7.7	19 11.8 23.6	35 4.7 7.2 f	17 9.0 17.3	17 4.9 6.6	7 6.4 7.5	21 11.8 21.1	11 15.1 23.8 a	47 5.8 10.5	43 10.1 17.6	18 8.5 17.3
Brand building	34 3.9 13.0	42 6.6 7.6	16 6.8 10.6	19 4.2 13.0	32 7.8 9.9 d	17 5.6 14.9	19 4.1 5.4	10 -1.4 11.5 ae	23 8.2 10.7 d	10 0.5 10.4	50 5.3 11.6	44 5.5 11.4	17 5.6 6.4
New service introductions	31 4.6 9.3	38 6.1 8.1 cd	13 1.2 2.2 b	18 0.4 9.3 b	32 4.4 8.2	16 1.5 3.6 f	15 4.7 9.5	8 7.1 14.1	21 2.6 9.2	8 6.3 5.2 b	42 4.0 7.5	41 3.5 9.9	17 4.8 7.1
Traditional advertising spending	34 -1.1 15.7	36 -1.6 10.8	18 -6.5 17.2	20 -0.8 14.2	31 0.1 14.1	17 1.5 13.5	19 -2.8 10.7	9 -9.1 17.5	21 -3.6 15.3	11 -4.3 15.8	43 -2.8 17.0	46 -2.9 11.9	19 1.3 12.5

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

Topic 3: Marketing Spending

What percent of your marketing budget do you spend on mobile activities?

Number Mean % SD %	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Currently	172	15	12	12	4	2	8	22	25	3	25	14	24	6
	6.0	6.2	10.7	5.9	5.5	9.0	3.4	6.4	4.5	0.0	3.5	10.1	6.6	6.0
	7.8	9.5	10.9 hj	8.1	5.3	4.2	5.8	7.0	7.2 bk	0.0	5.9 bk	10.1 hj	7.2	5.7
In 3 years	171	15	12	12	4	2	8	21	25	3	25	14	24	6
	15.6	17.9	21.2	18.2	13.8	20.0	10.6	13.0	11.0	10.0	10.3	23.0	19.1	21.5
	13.6	15.4	17.7 hj	12.9 j	11.1	0.0	10.2	11.0 k	10.7 bkl	8.7	9.5 bcKlm	16.8 ghJ	15.0 hj	19.4 j

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

Topic 3: Marketing Spending

What percent of your marketing budget do you spend on mobile activities?

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
Currently	54	63	29	26	48	26	31	15	32	20	82	57	33
	5.1	5.0	8.6	7.3	4.2	5.5	5.2	6.5	6.4	11.3	3.6	7.2	9.8
	7.5	7.3	8.8	7.7	7.4	8.3	6.9	7.2	7.0	9.2	6.5	7.5	9.1
		c	b		F	f	F		f	AbCe	BC	A	A
In 3 years	54	63	29	25	47	26	31	15	32	20	81	57	33
	14.4	13.0	19.8	19.8	11.9	12.0	15.2	17.8	16.8	25.8	10.5	18.7	22.6
	13.5	11.8	15.4	14.3	13.0	11.3	12.1	11.6	13.6	16.6	11.0	12.4	16.7
		cd	b	b	F	F	f		f	ABce	BC	A	A

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

Topic 3: Marketing Spending

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

Number Mean % SD %	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Percent of budget	141	10	12	11	5	1	7	16	20	2	20	13	20	4
	11.4	12.8	8.1	24.2	15.4	7.5	5.4	14.8	9.0	5.0	9.4	9.9	11.6	6.1
	10.6	11.1	5.2	13.7	14.0	---	6.7	13.0	9.8	2.8	8.8	9.2	8.8	9.3
			C	BFHJKLm			C		C		C	C	C	c

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 overall budget?

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	45	50	23	23	43	19	25	11	29	14	62	52	27
	10.1	10.0	17.5	11.3	13.5	12.2	11.1	7.3	9.0	13.0	10.1	11.4	14.7
	10.3	8.4	13.6	10.9	9.5	12.8	13.1	6.9	9.9	9.5	10.1	10.0	12.4
	c	C	aB		d			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 Mean % SD %	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Percent of revenues	146	10	12	11	5	1	8	17	20	2	23	13	20	4
	6.6	5.1	7.5	9.4	6.0	7.4	6.2	7.0	4.5	2.8	4.8	6.7	9.6	8.0
	7.1	6.0	7.5	7.4	5.1	---	10.1	6.2	4.4	3.9	5.7	8.3	8.4	13.3
				h					cl		l		hj	

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	46	54	23	23	44	21	27	12	28	14	67	52	27
	6.2	5.9	10.4	5.3	7.3	9.1	5.4	4.9	4.2	9.3	5.1	8.4	6.9
	6.3	6.5	9.0	6.8	6.3	8.4	6.5	5.0	5.7	10.4	5.5	8.4	7.2
	c	c	abd	c	e	e			abf	e	b	a	

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

Topic 3: Marketing Spending

What percent of your marketing budget do you spend on domestic markets?

Number Mean % SD %	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Percent of marketing budget	131	6	8	12	2	2	5	11	24	2	21	10	24	4
	72.8	87.5	75.4	64.0	100.0	92.5	65.0	86.6	69.1	62.5	77.7	96.3	57.0	58.3
	28.4	11.7	29.4	34.0	0.0	3.5	26.0	10.8	32.9	24.7	25.4	6.2	29.2	30.5
		l	k	gK			gK	cfikLm	k	gK	kl	bCFghIjLM	aGjK	gK

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

Topic 3: Marketing Spending

What percent of your marketing budget do you spend on domestic markets?

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 marketing budget	52	42	25	12	27	20	23	12	28	21	60	43	27
	66.0	77.5	72.9	85.8	81.0	84.4	70.6	75.3	70.5	55.3	75.8	68.1	73.9
	29.6	27.0	30.1	17.8	25.5	22.6	29.0	32.0	29.3	26.7	25.0	32.3	29.5
	d			a	F	F				AB			

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 Mean % SD %	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufac- turing	Mining Construc- tion	Service Consult- ing	Retail Wholesale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Sales revenue	141 3.8 5.5	9 0.2 6.2 cgL	11 4.1 6.2 f	10 6.6 3.8 aF	5 3.2 4.8	2 5.5 6.4	6 -3 6.7 bCGHjL	17 5.1 4	22 4.1 4.2 fI	2 0 14.1	21 3.2 6.1 fl	14 2.4 6 1	19 6.9 3.7 AFhjk	3 3.7 1.2
Profits	131 3.1 5.7	8 4.5 4.6	12 2.7 7.4	9 5 4.6 f	4 6.3 4.8	2 3 2.8	5 -3.4 9.4 chl	15 3.7 5.6	22 3 4.7 f	2 2.5 10.6	20 2.7 5.1	12 1.2 6.9	17 4 5 f	3 6 3.6
Customer acquisition	127 2.9 4.1	7 1.1 2.7	12 4.5 4.1 k	9 3.6 4.3	3 5.3 4.5	2 1 2.8	6 0.3 3.9 1	14 3 3	19 2.9 3.6	1 0 ---	21 2.6 4.7	13 0.5 4.4 bl	17 4.8 4.7 fk	3 3 2
MarketingROI	105 2.8 4	7 1.9 3.8	9 1.4 5.5	8 3.8 3.2 f	4 2.3 5.2	2 3.5 9.2	4 -2.5 5 cghjkl	12 2.4 2.2 f	15 2.5 2.7 f	0 --- ---	18 3.9 4.4 f	10 3.1 2.9 f	13 4.4 4 f	3 3.3 5.9
Brand value	106 2.8 4.2	7 2.6 2.5	10 1.9 5.8	8 4 4.2	3 5.7 5.1	1 0 ---	5 -0.4 5.8 1	13 1.8 4.4 1	13 2.2 3 1	0 --- ---	16 2.8 3.4 1	12 1.3 3.2 L	14 5.7 4.1 fghjK	4 4.5 4.2
Market share	129 2.1 4.2	9 -1.1 4.5 dghjL	11 1.8 5.2	8 2.9 4.3	5 4.2 3.7 ak	2 -0.5 0.7	4 -2.8 9.5 jl	17 2.6 4.1 a	19 2.1 3.1 a	2 -1 5.7	17 3.9 4.4 afk	13 0.4 2 djL	19 3.9 3 AfK	3 1.3 1.5
Customer retention	122 1.7 4.3	7 -0.1 2.9	12 1.8 7	8 2.3 3.6	3 2 8.5	2 1 2.8	6 2.2 4	12 0 4 1	19 1.9 3.2	1 -3 ---	18 2.2 3.6	14 1 3.3	17 3.6 4.9 g	3 0.3 2.3

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

Topic 4: Financial and Marketing Performance

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

Number Mean % SD %	Total	Primary Economic Sector				Total	Sales Revenue						Total	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	141 15.6 22	46 3.6 5.2	48 3.9 6	24 4.5 5.6	23 3.6 5.2	141 21.9 31.9	41 4 6.7	18 1.6 5.7 e	25 4.3 5	14 4.5 5.4	29 4.9 3.6 b	14 2.6 5.5	141 11.3 16.7	61 3.8 5.7	53 4.2 5.2	27 3.3 5.8
Profits	131 12.6 23.2	42 2.5 5.3	43 3.4 5.7	23 3.4 6.3	23 3.3 5.9	131 19.6 32.8	39 1.7 5.8	16 2.8 3.8	25 4 6.5	14 3.8 4.5	24 4.3 6.2	13 3 6	131 9.4 17.2	61 2.7 5.6	45 3.7 5.9	25 3 5.7
Customer acquisition	127 11.5 16.7	40 2.4 3.6	45 3.1 4.5	23 3.4 4.3	19 2.6 4.3	127 16.3 24.3	39 3.2 4.5	14 1.7 4.4	22 3 3.7	13 2.6 5	25 3.2 4.2	14 2.6 2.5	127 8.1 12.6	58 3.5 3.6	45 2.6 4.6	24 2 4.4
MarketingROI	105 10.9 16	28 1.9 3.4	38 3.7 3.9	20 3.5 4	19 1.8 4.7	105 16.7 22.5	27 2.4 5.2	13 1.7 2.2	21 3.4 4.1	9 3.2 4.5	25 3.2 3.3	10 2.8 3.2	105 8.2 12.3	44 2.9 4	39 3.1 3.2	22 2.2 5.1
Brand value	106 10.6 16.3	29 1.5 4.4 b	38 4 3.8 a	19 3.1 3.8	20 2 4.3	106 16 23.2	31 2.6 5	12 1.7 5.7	19 2.6 3.3	9 2.4 2.2	23 3.8 4	12 2.9 3	106 8.2 12.6	44 2.3 4.2	40 3.5 3.9	22 2.4 4.5
Market share	129 8.7 17	42 1.5 4	43 2.7 4.3	20 2.2 3.8	24 2.3 4.9	129 12 25.3	35 1.9 4.9	15 0.8 3.8	25 2.2 3.3	12 2.3 4.3	29 3.2 3.9	13 1.6 5.1	129 6.1 12.4	58 2.6 4.3	47 2 4.4	24 1.5 3.7
Customer retention	122 6.4 17	40 1.2 3.6	40 2.5 4.8	22 1.7 4.3	20 1 4.3	122 9.2 23.4	37 1.5 5	14 0.3 5 e	22 2.3 4.2	12 1.2 2.4	23 3.2 3.7 bf	14 0.7 3.1 e	122 4.8 13.3	53 1.7 4	46 1.8 4.1	23 1.3 5.2

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 Mean % SD %	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Sales revenue	139 6.4 3.8	9 5.0 3.4	10 7.3 3.1 f	10 6.8 3.7 f	5 5.2 3.2	2 5.5 6.4	6 1.8 5.1 bcGhJkL	17 7.3 3.3 F	22 5.7 3.5 f	2 3.5 9.2	21 7.5 3.2 F	14 6.4 3.8 f	19 7.7 4.0 F	2 3.5 4.9
Profits	128 5.6 4.1	8 5.5 4.1	11 7.4 3.1	9 5.0 5.1	4 6.8 4.7	2 4.0 4.2	5 2.8 6.3	15 5.1 3.9	22 5.2 4.0	2 6.5 4.9	19 5.4 3.7	12 6.2 3.0	17 6.2 4.8	2 6.5 4.9
Customer acquisition	124 5.3 3.4	7 4.9 4.3	11 5.6 2.7	9 5.9 4.1	3 5.3 4.0	2 2.5 3.5	6 4.7 3.3	14 5.6 3.3	19 4.9 3.4	1 1.0 ---	20 6.3 3.1 k	13 3.6 3.3 jl	17 6.4 3.7 k	2 4.0 1.4
Brand value	103 5.0 3.7	7 5.1 2.9	9 3.2 3.4 l	8 6.8 3.7 f	3 6.0 3.6	1 3.0 ---	5 0.6 6.3 cgjl	13 5.9 3.7 f	13 4.1 2.9	0 ---	15 5.4 3.3 f	12 4.2 3.8	14 6.6 3.7 bf	3 6.7 3.5
Marketing ROI	102 4.6 3.8	7 4.9 4.0	8 4.8 3.8	8 5.1 3.8	4 7.0 3.6 h	2 5.0 7.1	4 0.5 5.3	12 5.1 3.6	15 3.8 2.4 d	0 ---	17 5.0 3.9	10 2.8 3.4	13 5.7 4.1	2 6.5 4.9
Market share	126 4.3 3.4	9 2.8 2.5 L	10 3.8 3.2 l	8 5.1 3.8	5 5.2 2.9	2 1.5 2.1 l	4 3.5 8.2	17 3.8 3.1 L	19 3.4 2.4 L	2 6.5 4.9	16 5.1 3.6	13 2.8 3.0 L	19 6.9 3.0 AbeGHK	2 4.0 1.4
Customer retention	118 3.7 3.7	7 1.7 2.3 DL	11 2.5 4.6 l	8 4.5 4.1	3 8.3 2.9 Aghjk	2 1.5 2.1	6 3.3 4.1	12 3.3 3.2 dl	18 3.1 3.2 dl	1 3.0 ---	17 3.6 3.6 dl	14 2.8 3.4 dl	17 6.3 3.8 Abghjk	2 3.0 0.0

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 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	45 5.2 4.3 B	47 8.0 2.7 AD	24 6.7 3.7 C	23 5.1 3.7 B	39 8.0 3.7 cDf	18 6.1 3.9	25 5.8 3.5 a	14 4.9 3.7 A	29 6.3 3.8	14 5.2 3.8 a	60 6.4 3.9	53 6.8 3.6	26 5.7 4.1
Profits	41 4.6 4.5	41 6.3 3.6	23 6.0 4.5	23 5.7 3.3	37 5.2 4.3	16 4.7 4.1	24 5.0 4.5	14 5.9 3.3	24 7.0 4.1	13 6.1 3.0	59 5.2 4.1	45 6.3 4.0	24 5.3 4.1
Customer acquisition	39 4.5 3.1 b	43 6.2 3.0 a	23 5.1 3.9	19 5.1 3.9	37 6.5 3.5 c	14 4.6 3.4	21 4.1 3.2 a	13 4.8 3.9	25 5.0 2.9	14 5.5 3.1	56 5.8 3.4 c	45 5.4 3.4	23 4.0 3.0 a
Brand value	28 4.0 4.1 b	36 6.1 3.5 a	19 4.4 3.8	20 4.9 3.2	29 4.8 4.3	12 5.9 3.6	18 3.7 3.3	9 4.6 2.8	23 5.5 3.8	12 5.8 3.8	42 4.8 4.1	40 5.5 3.7	21 4.5 3.2
Marketing ROI	27 3.3 3.5 bd	36 5.2 3.7 a	20 4.6 4.0	19 5.5 3.9 a	25 5.2 4.2	13 3.0 2.8	20 4.2 4.0	9 4.6 3.6	25 4.9 3.7	10 5.5 3.6	42 4.9 3.7	39 4.7 3.6	21 3.9 4.3
Market share	41 4.0 3.4	41 5.0 3.5	20 4.0 3.8	24 4.0 3.0	33 4.5 3.8	15 3.9 2.9	24 2.9 3.3 ef	12 4.0 3.5	29 5.1 3.2 c	13 5.5 3.3 c	56 4.2 3.5	47 4.7 3.3	23 3.7 3.5
Customer retention	38 3.5 3.3	38 4.2 4.2	22 4.2 4.1	20 2.6 2.8	35 3.3 4.1	14 4.6 3.9	21 2.8 4.4	12 2.9 2.3	22 4.7 3.1	14 4.4 3.0	51 3.8 3.5	45 3.8 3.8	22 3.2 3.9

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

Topic 4: Financial and Marketing Performance

Rate how well mobile marketing activities have performed in: Customer acquisition

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Poorly	43 27.7%	4 28.6% i	3 25.0% i	1 10.0% i	0 0.0% i	0 0.0%	3 42.9%	4 23.5% i	5 25.0% i	3 100.0% abcdghklm	11 45.8%	3 21.4% i	5 23.8% i	1 16.7% i
2=	37 23.9%	4 28.6%	4 33.3%	3 30.0%	1 20.0%	1 50.0%	2 28.6%	3 17.6%	5 25.0%	0 0.0%	5 20.8%	4 28.6%	4 19.0%	1 16.7%
3=	13 8.4%	1 7.1%	0 0.0% m	0 0.0%	1 20.0% j	0 0.0%	0 0.0%	2 11.8%	2 10.0%	0 0.0%	0 0.0% dlM	1 7.1%	4 19.0% j	2 33.3% bJ
4=	34 21.9%	3 21.4%	1 8.3%	3 30.0%	0 0.0%	0 0.0%	1 14.3%	5 29.4%	6 30.0%	0 0.0%	6 25.0%	2 14.3%	6 28.6%	1 16.7%
5=	15 9.7%	1 7.1%	1 8.3%	1 10.0%	2 40.0% j	0 0.0%	1 14.3%	1 5.9%	2 10.0%	0 0.0%	1 4.2% d	2 14.3%	2 9.5%	1 16.7%
6=	10 6.5%	1 7.1%	3 25.0% hl	1 10.0%	0 0.0%	1 50.0% HjL	0 0.0%	1 5.9%	0 0.0% bE	0 0.0%	1 4.2% e	2 14.3%	0 0.0% bE	0 0.0%
7=Excellent	3 1.9%	0 0.0%	0 0.0%	1 10.0%	1 20.0% jl	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0% d	0 0.0%	0 0.0% d	0 0.0%
Mean	2.9	2.7	3.2	3.7	4.4	4.0	2.3	3.2	2.8	1.0	2.3	3.1	2.8	3.0
SD	1.7	1.6	2.1	1.9	1.9	2.8	1.6	1.8	1.4	0.0	1.6	1.8	1.4	1.4

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

Topic 4: Financial and Marketing Performance

Rate how well mobile marketing activities have performed in: Customer acquisition

Number Percent	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=Poorly	16 34.8% C	22 36.7% C	1 3.8% AB	4 17.4%	15 37.5% f	6 26.1%	11 39.3% f	4 26.7%	5 16.7%	2 10.5% ac	32 44.4% BC	8 15.7% A	3 9.4% A
2=	10 21.7%	13 21.7%	9 34.6%	5 21.7%	5 12.5% b	9 39.1% a	7 25.0%	3 20.0%	8 26.7%	5 26.3%	14 19.4%	16 31.4%	7 21.9%
3=	4 8.7%	3 5.0%	4 15.4%	2 8.7%	0 0.0% cEf	1 4.3%	3 10.7% a	1 6.7%	5 16.7% A	3 15.8% a	3 4.2%	6 11.8%	4 12.5%
4=	11 23.9%	15 25.0%	5 19.2%	3 13.0%	13 32.5%	4 17.4%	5 17.9%	4 26.7%	5 16.7%	3 15.8%	18 25.0%	9 17.6%	7 21.9%
5=	3 6.5%	5 8.3%	3 11.5%	4 17.4%	3 7.5%	1 4.3%	0 0.0% ef	2 13.3%	5 16.7% c	4 21.1% c	3 4.2% c	7 13.7%	5 15.6% a
6=	2 4.3%	2 3.3% d	2 7.7%	4 17.4% b	4 10.0%	0 0.0%	2 7.1%	1 6.7%	1 3.3%	2 10.5%	1 1.4% C	4 7.8%	5 15.6% A
7=Excellent	0 0.0%	0 0.0% c	2 7.7% b	1 4.3%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	1 3.3%	0 0.0%	1 1.4%	1 2.0%	1 3.1%
Mean	2.6	2.6	3.5	3.6	2.9	2.7	2.4	3.0	3.1	3.4	2.3	3.1	3.7
SD	1.5 cd	1.6 cd	1.7 ab	1.9 ab	1.8	1.8	1.5 f	1.7	1.6	1.6 c	1.5 BC	1.6 A	1.7 A

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

Topic 4: Financial and Marketing Performance

Rate how well mobile marketing activities have performed in: Customer engagement

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Poorly	30 19.2%	3 23.1% i	1 8.3% I	0 0.0% Ij	0 0.0% i	0 0.0%	2 28.6%	3 16.7% I	3 14.3% I	3 100.0% aBCdGHKL m	9 37.5% c	2 14.3% I	3 14.3% I	1 16.7% i
2=	19 12.2%	0 0.0% c	1 8.3%	3 30.0% a	1 20.0%	0 0.0%	1 14.3%	1 5.6%	4 19.0%	0 0.0%	2 8.3%	3 21.4%	2 9.5%	1 16.7%
3=	20 12.8%	0 0.0% bm	4 33.3% ak	1 10.0%	0 0.0%	0 0.0%	1 14.3%	4 22.2%	2 9.5%	0 0.0%	2 8.3%	0 0.0% bm	4 19.0%	2 33.3% ak
4=	36 23.1%	3 23.1%	2 16.7%	3 30.0%	0 0.0%	0 0.0%	3 42.9%	5 27.8%	3 14.3%	0 0.0%	6 25.0%	4 28.6%	5 23.8%	2 33.3%
5=	25 16.0%	6 46.2% bfGjl	0 0.0% aEh	2 20.0%	1 20.0%	2 100.0% BfGJklm	0 0.0% ae	0 0.0% AEh	7 33.3% bgj	0 0.0%	2 8.3% aEh	2 14.3% e	3 14.3% ae	0 0.0% e
6=	23 14.7%	1 7.7% d	3 25.0%	1 10.0%	3 60.0% afhj	0 0.0%	0 0.0% d	4 22.2%	2 9.5% d	0 0.0%	3 12.5% d	2 14.3%	4 19.0%	0 0.0%
7=Excellent	3 1.9%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%
Mean	3.6	3.9	4.0	3.7	5.0	5.0	2.7	3.8	3.6	1.0	3.0	3.8	3.7	2.8
SD	1.8	1.8	1.9	1.4	1.7 fjm	0.0	1.4 d	1.9	1.7	0.0	1.9 d	1.9	1.7	1.2 d

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

Topic 4: Financial and Marketing Performance

Rate how well mobile marketing activities have performed in: Customer engagement

Number Percent	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=Poorly	11 23.4% C	16 27.1% C	0 0.0% AB	3 12.5%	12 29.3% e	4 18.2%	7 25.0%	2 13.3%	3 9.7% a	2 10.5%	25 34.2% BC	3 5.9% A	2 6.3% A
2=	7 14.9%	5 8.5%	5 19.2%	2 8.3%	3 7.3%	3 13.6%	3 10.7%	3 20.0%	5 16.1%	2 10.5%	7 9.6%	10 19.6%	2 6.3%
3=	5 10.6%	8 13.6%	4 15.4%	3 12.5%	5 12.2%	1 4.5%	5 17.9%	1 6.7%	5 16.1%	3 15.8%	9 12.3%	8 15.7%	3 9.4%
4=	7 14.9%	18 30.5%	7 26.9%	4 16.7%	13 31.7% b	2 9.1% a	7 25.0%	4 26.7%	6 19.4%	4 21.1%	19 26.0%	9 17.6%	8 25.0%
5=	11 23.4%	6 10.2%	4 15.4%	4 16.7%	3 7.3% b	6 27.3% a	3 10.7%	3 20.0%	6 19.4%	4 21.1%	7 9.6% b	13 25.5% a	5 15.6%
6=	5 10.6% d	6 10.2% d	4 15.4%	8 33.3% ab	4 9.8%	5 22.7%	2 7.1%	2 13.3%	6 19.4%	4 21.1%	5 6.8% C	7 13.7% c	11 34.4% Ab
7=Excellent	1 2.1%	0 0.0% c	2 7.7% b	0 0.0%	1 2.4%	1 4.5%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	1 1.4%	1 2.0%	1 3.1%
Mean	3.4	3.2	4.2	4.2	3.2	4.0	3.2	3.6	3.8	3.9	2.9	3.9	4.5
SD	1.8	1.7 cd	1.6 b	1.8 b	1.8	2.0	1.8	1.7	1.6	1.6	1.7 BC	1.6 A	1.6 A

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

Topic 4: Financial and Marketing Performance

Rate how well mobile marketing activities have performed in: Customer retention

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufact-uring H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
1=Poorly	37 23.9%	2 14.3% I	2 16.7% i	2 20.0% i	0 0.0% i	0 0.0%	3 42.9%	4 23.5% i	6 30.0% i	3 100.0% AbcdghKLm	9 37.5%	2 14.3% I	3 14.3% I	1 16.7% i
2=	29 18.7%	2 14.3%	3 25.0%	2 20.0%	1 20.0%	1 50.0%	2 28.6%	3 17.6%	2 10.0%	0 0.0%	3 12.5%	5 35.7%	4 19.0%	1 16.7%
3=	19 12.3%	1 7.1% m	1 8.3%	0 0.0% em	0 0.0%	1 50.0% ch	0 0.0%	2 11.8%	1 5.0% em	0 0.0%	2 8.3% m	2 14.3%	6 28.6%	3 50.0% achj
4=	35 22.6%	4 28.6%	1 8.3%	3 30.0%	2 40.0%	0 0.0%	2 28.6%	4 23.5%	4 20.0%	0 0.0%	7 29.2%	1 7.1%	6 28.6%	1 16.7%
5=	20 12.9%	5 35.7% jL	2 16.7%	2 20.0% l	0 0.0%	0 0.0%	0 0.0%	2 11.8%	6 30.0% jL	0 0.0%	1 4.2% ah	2 14.3%	0 0.0% AcH	0 0.0%
6=	14 9.0%	0 0.0% d	3 25.0%	1 10.0%	2 40.0% ah	0 0.0%	0 0.0%	1 5.9%	1 5.0% d	0 0.0%	2 8.3%	2 14.3%	2 9.5%	0 0.0%
7=Excellent	1 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	3.1	3.6	3.6	3.4	4.4	2.5	2.1	3.2	3.3	1.0	2.8	3.1	3.1	2.7
SD	1.7	1.5 f	2.0	1.8	1.7 f	0.7	1.3 ad	1.9	1.8	0.0	1.7	1.7	1.4	1.0

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

Topic 4: Financial and Marketing Performance

Rate how well mobile marketing activities have performed in: Customer retention

Number Percent	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=Poorly	14 30.4%	17 28.3%	3 11.5%	3 13.0%	14 35.0% E	4 17.4%	10 35.7% E	4 26.7%	2 6.7% AC	3 15.8%	29 40.3% BC	6 11.8% A	2 6.3% A
2=	7 15.2%	10 16.7%	7 26.9%	5 21.7%	5 12.5%	4 17.4%	4 14.3%	4 26.7%	8 26.7%	4 21.1%	11 15.3%	12 23.5%	6 18.8%
3=	7 15.2%	6 10.0%	4 15.4%	2 8.7%	2 5.0%	4 17.4%	4 14.3%	1 6.7%	4 13.3%	4 21.1%	7 9.7%	6 11.8%	6 18.8%
4=	8 17.4%	17 28.3%	6 23.1%	4 17.4%	15 37.5% bf	2 8.7% a	5 17.9%	3 20.0%	9 30.0% f	1 5.3% ae	16 22.2%	13 25.5%	6 18.8%
5=	7 15.2%	4 6.7%	4 15.4%	5 21.7%	0 0.0% BCDeF	5 21.7% A	5 17.9% A	3 20.0% A	3 10.0% a	4 21.1% A	4 5.6% bc	10 19.6% a	6 18.8% a
6=	3 6.5%	6 10.0%	1 3.8%	4 17.4%	4 10.0%	3 13.0%	0 0.0% f	0 0.0%	4 13.3%	3 15.8% c	4 5.6% c	4 7.8%	6 18.8% a
7=Excellent	0 0.0%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.4%	0 0.0%	0 0.0%
Mean	2.9	3.0	3.3	3.7	2.9	3.6	2.7	2.8	3.5	3.4	2.6	3.4	3.8
SD	1.7	1.7	1.6	1.7	1.7	1.9	1.6	1.6	1.5	1.8	1.7	1.5	1.6
							e		c		BC	A	A

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

Topic 4: Financial and Marketing Performance

Rate how well mobile marketing activities have performed in: Delivering your brand message

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
1=Poorly	33 21.0%	2 14.3%	4 33.3%	1 10.0%	0 0.0%	0 0.0%	1 14.3%	2 11.1%	3 14.3%	2 66.7%	7 29.2%	3 21.4%	6 28.6%	2 33.3%
2=	21 13.4%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 57.1%	2 11.1%	4 19.0%	0 0.0%	3 12.5%	5 35.7%	2 9.5%	0 0.0%
3=	19 12.1%	1 7.1%	1 8.3%	2 20.0%	1 20.0%	1 50.0%	0 0.0%	4 22.2%	1 4.8%	1 33.3%	2 8.3%	1 7.1%	3 14.3%	1 16.7%
4=	37 23.6%	3 21.4%	3 25.0%	4 40.0%	0 0.0%	0 0.0%	1 14.3%	6 33.3%	4 19.0%	0 0.0%	8 33.3%	1 7.1%	5 23.8%	2 33.3%
5=	20 12.7%	4 28.6%	0 0.0%	2 20.0%	1 20.0%	1 50.0%	1 14.3%	0 0.0%	5 23.8%	0 0.0%	2 8.3%	1 7.1%	3 14.3%	0 0.0%
6=	24 15.3%	3 21.4%	4 33.3%	1 10.0%	2 40.0%	0 0.0%	0 0.0%	3 16.7%	4 19.0%	0 0.0%	2 8.3%	2 14.3%	2 9.5%	1 16.7%
7=Excellent	3 1.9%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%
Mean	3.5	4.1	3.6	3.9	5.4	4.0	2.6	3.7	3.8	1.7	3.0	3.1	3.1	3.2
SD	1.8	1.7	2.2	1.4	1.5	1.4	1.4	1.7	1.8	1.2	1.7	2.1	1.7	1.9

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

Topic 4: Financial and Marketing Performance

Rate how well mobile marketing activities have performed in: Delivering your brand message

Number Percent	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=Poorly	13 27.7% c	17 28.3% c	1 3.8% ab	2 8.3%	15 36.6% e	4 17.4%	5 17.9%	2 13.3%	4 12.9% a	3 15.8%	23 31.1% bc	7 13.7% a	3 9.4% a
2=	9 19.1%	5 8.3%	5 19.2%	2 8.3%	3 7.3%	4 17.4%	5 17.9%	4 26.7%	3 9.7%	2 10.5%	11 14.9%	7 13.7%	3 9.4%
3=	2 4.3% D	6 10.0% d	4 15.4%	7 29.2% Ab	0 0.0% bcDEf	3 13.0% a	4 14.3% a	4 26.7% A	6 19.4% A	2 10.5% a	6 8.1%	9 17.6%	4 12.5%
4=	8 17.0%	20 33.3%	6 23.1%	3 12.5%	13 31.7% e	4 17.4%	10 35.7% e	2 13.3%	3 9.7% ac	5 26.3%	19 25.7%	9 17.6%	9 28.1%
5=	6 12.8%	6 10.0%	5 19.2%	3 12.5%	4 9.8%	1 4.3%	2 7.1%	3 20.0%	7 22.6%	3 15.8%	7 9.5%	10 19.6%	3 9.4%
6=	8 17.0%	6 10.0% d	3 11.5%	7 29.2% b	5 12.2%	5 21.7%	2 7.1%	0 0.0% e	8 25.8% d	4 21.1%	7 9.5% c	8 15.7%	9 28.1% a
7=Excellent	1 2.1%	0 0.0% c	2 7.7% b	0 0.0%	1 2.4%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.4%	1 2.0%	1 3.1%
Mean	3.3	3.2	4.0	4.0	3.2	3.7	3.2	3.0	4.0	3.8	3.0	3.7	4.2
SD	2.0	1.7 cd	1.6 b	1.7 b	1.9	2.0	1.5	1.4	1.8	1.8	1.8 bC	1.7 a	1.7 A

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

Topic 4: Financial and Marketing Performance

Rate how well mobile marketing activities have performed in: Sales

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Poorly	47 30.3%	2 14.3% j	4 33.3%	2 20.0%	1 20.0%	0 0.0%	2 28.6%	7 41.2%	4 20.0% j	2 66.7%	13 54.2% ahk	2 14.3% j	6 28.6%	2 33.3%
2=	35 22.6%	6 42.9% j	2 16.7%	2 20.0%	1 20.0%	1 50.0%	4 57.1% glm	2 11.8% f	6 30.0%	1 33.3%	2 8.3% aF	4 28.6%	4 19.0%	0 0.0% f
3=	17 11.0%	1 7.1%	2 16.7% j	0 0.0%	1 20.0% j	0 0.0%	0 0.0%	1 5.9%	3 15.0%	0 0.0%	0 0.0% bdklM	3 21.4% j	4 19.0% j	2 33.3% J
4=	32 20.6%	2 14.3%	0 0.0% cegilm	4 40.0% bk	0 0.0%	1 50.0% bk	1 14.3%	6 35.3% bk	3 15.0%	0 0.0%	7 29.2% bk	0 0.0% cegilm	6 28.6% bk	2 33.3% bk
5=	17 11.0%	2 14.3%	2 16.7%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% k	4 20.0%	0 0.0%	2 8.3% k	5 35.7% gil	1 4.8% k	0 0.0%
6=	5 3.2%	1 7.1%	2 16.7% j	1 10.0%	1 20.0% jl	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% bd	0 0.0%	0 0.0% d	0 0.0%
7=Excellent	2 1.3%	0 0.0%	0 0.0%	0 0.0%	1 20.0% jl	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0% d	0 0.0%	0 0.0% d	0 0.0%
Mean	2.7	2.9	3.0	3.3	3.8	3.0	2.0	2.6	2.9	1.3	2.3	3.1	2.6	2.7
SD	1.6	1.6	2.0	1.7	2.6	1.4	1.0	1.8	1.5	0.6	1.6	1.6	1.3	1.4

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

Topic 4: Financial and Marketing Performance

Rate how well mobile marketing activities have performed in: Sales

Number Percent	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=Poorly	15 32.6%	23 38.3% c	3 11.5% b	6 26.1%	16 40.0%	8 34.8%	8 28.6%	3 20.0%	7 23.3%	5 26.3%	35 48.6% BC	9 17.6% A	3 9.4% A
2=	12 26.1%	13 21.7%	7 26.9%	3 13.0%	3 7.5% BCe	8 34.8% A	10 35.7% A	3 20.0%	8 26.7% a	3 15.8%	14 19.4%	14 27.5%	7 21.9%
3=	6 13.0%	4 6.7%	3 11.5%	4 17.4%	3 7.5%	0 0.0% de	3 10.7%	4 26.7% b	5 16.7% b	2 10.5%	3 4.2% bc	8 15.7% a	6 18.8% a
4=	6 13.0%	15 25.0%	7 26.9%	4 17.4%	13 32.5% b	2 8.7% a	4 14.3%	5 33.3%	5 16.7%	3 15.8%	16 22.2%	10 19.6%	6 18.8%
5=	6 13.0%	5 8.3%	4 15.4%	2 8.7%	2 5.0% F	4 17.4%	2 7.1% f	0 0.0% f	3 10.0%	6 31.6% Acd	4 5.6%	8 15.7%	5 15.6%
6=	0 0.0% d	0 0.0% cD	2 7.7% b	3 13.0% aB	2 5.0%	0 0.0%	1 3.6%	0 0.0%	2 6.7%	0 0.0%	0 0.0% C	2 3.9%	3 9.4% A
7=Excellent	1 2.2%	0 0.0%	0 0.0%	1 4.3%	1 2.5%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% c	0 0.0%	2 6.3% a
Mean	2.6	2.4	3.3	3.3	2.8	2.6	2.5	2.7	2.8	3.1	2.2	3.0	3.6
SD	1.6	1.4 cd	1.5 b	1.9 b	1.8	1.8	1.4	1.2	1.6	1.7	1.4 BC	1.5 A	1.7 A

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

Topic 4: Financial and Marketing Performance

Rate how well mobile marketing activities have performed in: Profits

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Poorly	52 33.8%	3 23.1%	4 33.3%	3 30.0%	1 20.0%	0 0.0%	2 28.6%	7 41.2%	6 30.0%	2 66.7%	12 50.0% k	2 14.3% j	8 38.1%	2 33.3%
2=	32 20.8%	4 30.8%	2 16.7%	1 10.0%	1 20.0%	1 50.0%	4 57.1% gim	2 11.8% f	5 25.0%	1 33.3%	3 12.5% f	4 28.6%	4 19.0%	0 0.0% f
3=	16 10.4%	1 7.7%	2 16.7% j	0 0.0%	1 20.0% j	0 0.0%	0 0.0%	1 5.9%	1 5.0%	0 0.0%	0 0.0% bdKIM	4 28.6% J	4 19.0% j	2 33.3% J
4=	34 22.1%	3 23.1%	1 8.3%	4 40.0%	0 0.0%	1 50.0%	1 14.3%	6 35.3%	4 20.0%	0 0.0%	7 29.2%	1 7.1%	4 19.0%	2 33.3%
5=	13 8.4%	1 7.7%	1 8.3%	1 10.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	4 20.0%	0 0.0%	2 8.3%	2 14.3%	1 4.8%	0 0.0%
6=	7 4.5%	1 7.7%	2 16.7% j	1 10.0%	1 20.0% jl	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0% bd	1 7.1%	0 0.0% d	0 0.0%
7=Excellent	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	2.6	2.8	2.9	3.2	3.4	3.0	2.0	2.6	2.8	1.3	2.3	3.0	2.3	2.7
SD	1.6	1.6	1.9	1.8	2.1	1.4	1.0	1.6	1.6	0.6	1.6	1.5	1.3	1.4

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

Topic 4: Financial and Marketing Performance

Rate how well mobile marketing activities have performed in: Profits

Number Percent	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=Poorly	19 41.3% c	21 35.6%	4 15.4% a	8 34.8%	17 42.5%	6 27.3%	10 35.7%	4 26.7%	8 26.7%	7 36.8%	37 51.4% BC	12 23.5% A	3 9.7% A
2=	10 21.7%	13 22.0%	8 30.8% d	1 4.3% c	3 7.5% Bce	9 40.9% Af	8 28.6% a	2 13.3%	8 26.7% a	2 10.5% b	13 18.1%	12 23.5%	7 22.6%
3=	5 10.9%	5 8.5%	3 11.5%	3 13.0%	2 5.0% d	0 0.0% de	3 10.7%	4 26.7% ab	6 20.0% b	1 5.3%	2 2.8% Bc	9 17.6% A	5 16.1% a
4=	5 10.9% b	17 28.8% a	7 26.9%	5 21.7%	14 35.0% be	2 9.1% a	5 17.9%	5 33.3%	4 13.3% a	4 21.1%	17 23.6%	9 17.6%	8 25.8%
5=	6 13.0%	3 5.1%	1 3.8%	3 13.0%	1 2.5% bF	4 18.2% a	1 3.6% f	0 0.0% f	2 6.7%	5 26.3% Acd	3 4.2%	6 11.8%	4 12.9%
6=	1 2.2%	0 0.0% CD	3 11.5% B	3 13.0% B	3 7.5%	1 4.5%	1 3.6%	0 0.0%	2 6.7%	0 0.0%	0 0.0% bC	3 5.9% a	4 12.9% A
7=Excellent	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	2.4	2.5	3.1	3.1	2.7	2.6	2.4	2.7	2.7	2.9	2.1	2.9	3.5
SD	1.5	1.4	1.6	1.9	1.7	1.6	1.4	1.2	1.5	1.7	1.4 BC	1.5 A	1.5 A

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?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
7=Excellent - one of the best in the world	8 5.0%	0 0.0%	0 0.0%	1 8.3%	1 20.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	1 4.2%	1 7.1%	2 8.7%	1 25.0%
6=A leader but not one of the best	30 18.6%	4 40.0%	3 23.1%	2 16.7%	1 20.0%	1 50.0%	0 0.0%	2 10.0%	7 30.4%	1 33.3%	5 20.8%	0 0.0%	3 13.0%	1 25.0%
5=Strong	51 31.7%	1 10.0%	5 38.5%	3 25.0%	1 20.0%	1 50.0%	2 25.0%	8 40.0%	6 26.1%	1 33.3%	8 33.3%	5 35.7%	8 34.8%	2 50.0%
4=Good	34 21.1%	3 30.0%	3 23.1%	3 25.0%	2 40.0%	0 0.0%	2 25.0%	5 25.0%	3 13.0%	1 33.3%	4 16.7%	2 14.3%	6 26.1%	0 0.0%
3=Fair	21 13.0%	1 10.0%	2 15.4%	2 16.7%	0 0.0%	0 0.0%	1 12.5%	3 15.0%	3 13.0%	0 0.0%	3 12.5%	3 21.4%	3 13.0%	0 0.0%
2=Weak	14 8.7%	1 10.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	2 25.0%	1 5.0%	4 17.4%	0 0.0%	2 8.3%	2 14.3%	1 4.3%	0 0.0%
1=Very weak	3 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	1 7.1%	0 0.0%	0 0.0%
Mean	4.5	4.6	4.7	4.5	5.2	5.5	3.3	4.5	4.4	5.0	4.5	3.9	4.7	5.8
SD	1.4	1.4	1.0 f	1.4	1.3 f	0.7	1.5 bdglm	1.2 f	1.5	1.0	1.5	1.6 m	1.3 f	1.0 fk

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?

Number Percent	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	1 1.9%	3 5.3%	2 7.4%	2 8.0%	1 2.2% e	1 4.5%	0 0.0% e	0 0.0%	5 16.1% ac	1 5.3%	3 4.2%	4 6.9%	1 3.3%
6=A leader but not one of the best	11 21.2%	10 17.5%	4 14.8%	5 20.0%	3 6.5% bcF	6 27.3% a	7 24.1% a	3 21.4%	5 16.1%	6 31.6% A	13 18.1%	10 17.2%	7 23.3%
5=Strong	15 28.8%	19 33.3%	10 37.0%	7 28.0%	14 30.4%	5 22.7%	9 31.0%	4 28.6%	15 48.4%	4 21.1%	25 34.7%	12 20.7% c	14 46.7% b
4=Good	9 17.3%	14 24.6%	7 25.9%	4 16.0%	14 30.4% e	5 22.7%	6 20.7%	2 14.3%	3 9.7% a	4 21.1%	13 18.1%	17 29.3%	4 13.3%
3=Fair	8 15.4%	6 10.5%	3 11.1%	4 16.0%	7 15.2%	3 13.6%	3 10.3%	3 21.4%	2 6.5%	3 15.8%	9 12.5%	9 15.5%	3 10.0%
2=Weak	6 11.5%	4 7.0%	1 3.7%	3 12.0%	5 10.9%	1 4.5%	4 13.8%	2 14.3%	1 3.2%	1 5.3%	8 11.1%	5 8.6%	1 3.3%
1=Very weak	2 3.8%	1 1.8%	0 0.0%	0 0.0%	2 4.3%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.4%	1 1.7%	0 0.0%
Mean	4.3	4.5	4.7	4.5	4.0	4.5	4.4	4.2	5.2	4.7	4.4	4.4	4.9
SD	1.5	1.3	1.2	1.5	1.3 Ef	1.5	1.4 e	1.4 e	1.2 Ac	1.4 a	1.4	1.4	1.1

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

Topic 5: Social Media

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Currently?	192	17	12	13	5	3	8	23	27	3	29	16	28	8
	10.7	11.5	7.7	14.8	19.0	15.8	5.1	8.7	6.6	6.0	14.1	7.7	12.6	14.0
	11.3	10.7	4.2 c	8.7 bFH	21.1 h	22.8	3.6 C	10.0	6.4 CdJlm	3.6	12.7 H	10.6	13.7 h	14.6 h
In the next 12 months?	191	17	12	13	5	3	8	23	27	3	28	16	28	8
	14.0	15.6	9.8	19.6	22.8	19.0	8.9	12.6	8.1	9.7	18.8	9.8	16.2	16.4
	13.0	12.0 h	6.5 c	10.9 bfHk	23.3 H	25.1	6.2 c	12.1	7.2 aCDJI	9.0	15.2 Hk	11.2 cj	14.6 h	17.4
In the next five years?	188	16	12	13	5	3	8	22	27	3	27	16	28	8
	23.8	28.7	20.8	33.2	30.8	29.7	16.6	22.9	13.9	13.0	28.9	18.3	27.3	24.8
	17.8	15.8 H	11.8	17.5 fHk	28.7 h	29.8	11.5 h	16.5 h	9.7 ACdegJL	8.2	20.1 H	16.6 c	19.8 H	23.2

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

Topic 5: Social Media

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

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
Currently?	61 8.3 10.3 c	70 11.8 11.4	31 13.7 13.2 a	30 9.8 10.2	52 12.2 12.3	30 9.1 9.1 f	35 8.3 9.1 f	16 8.7 12.0	37 10.1 10.9	22 15.8 13.3 bc	86 8.5 9.9 C	63 11.2 9.7	40 15.1 14.8 A
In the next 12 months?	61 10.4 11.1 bc	69 16.1 13.7 a	31 17.6 14.6 a	30 13.1 11.8	51 15.3 14.4	30 12.5 12.3 f	35 11.8 10.5 f	16 11.3 12.7 f	37 13.1 12.5 f	22 20.4 14.1 bcde	85 11.6 11.4 C	63 14.4 11.6	40 18.9 16.7 A
.In the next five years?	61 18.4 16.1 bC	68 25.1 17.8 a	31 30.1 19.6 A	28 25.2 16.9	50 23.9 18.4	28 22.0 17.3 f	35 23.2 17.0	16 19.5 17.5 f	37 22.0 17.2 f	22 32.7 18.8 bde	83 20.7 16.3 c	62 24.3 16.5	40 29.5 21.2 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												
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufact-uring H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
1=Not At All Effectively	18 9.3%	2 11.8%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	4 17.4%	5 18.5%	0 0.0%	1 3.4%	3 17.6%	1 3.6%	1 12.5%
2=	20 10.3%	4 23.5%	1 7.7%	0 0.0%	1 20.0%	0 0.0%	2 25.0%	3 13.0%	3 11.1%	2 66.7%	2 6.9%	2 11.8%	0 0.0%	0 0.0%
3=	26 13.4%	0 0.0%	0 0.0%	3 23.1%	0 0.0%	1 33.3%	0 0.0%	2 8.7%	6 22.2%	0 0.0%	4 13.8%	4 23.5%	6 21.4%	0 0.0%
4=	32 16.5%	3 17.6%	3 23.1%	3 23.1%	0 0.0%	0 0.0%	2 25.0%	3 13.0%	6 22.2%	1 33.3%	6 20.7%	1 5.9%	4 14.3%	0 0.0%
5=	56 28.9%	7 41.2%	7 53.8%	3 23.1%	1 20.0%	1 33.3%	2 25.0%	6 26.1%	6 22.2%	0 0.0%	7 24.1%	2 11.8%	9 32.1%	5 62.5%
6=	27 13.9%	1 5.9%	1 7.7%	3 23.1%	1 20.0%	1 33.3%	1 12.5%	3 13.0%	1 3.7%	0 0.0%	5 17.2%	2 11.8%	6 21.4%	2 25.0%
7=Very Effectively	15 7.7%	0 0.0%	1 7.7%	1 7.7%	1 20.0%	0 0.0%	1 12.5%	2 8.7%	0 0.0%	0 0.0%	4 13.8%	3 17.6%	2 7.1%	0 0.0%
Mean	4.2	3.7	4.8	4.7	4.2	4.7	4.4	3.9	3.3	2.7	4.6	3.9	4.6	4.8
SD	1.7	1.6	1.2	1.3	2.6	1.5	1.8	2.0	1.5	1.2	1.6	2.2	1.4	1.6
		1	Hi	Hi					BCJLm	bel	H		aHi	h

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	10 15.9%	4 5.7%	2 6.5%	2 6.7%	9 17.0% f	4 13.3%	3 8.6%	0 0.0%	2 5.4%	0 0.0% a	9 10.5%	4 6.3%	2 5.0%
2=	7 11.1%	7 10.0%	2 6.5%	4 13.3%	4 7.5%	5 16.7%	3 8.6%	2 12.5%	4 10.8%	2 8.7%	12 14.0%	5 7.8%	3 7.5%
3=	12 19.0% b	5 7.1% a	5 16.1%	4 13.3%	5 9.4%	3 10.0%	7 20.0%	4 25.0%	5 13.5%	2 8.7%	11 12.8%	12 18.8%	3 7.5%
4=	12 19.0%	12 17.1%	4 12.9%	4 13.3%	10 18.9%	6 20.0%	5 14.3%	3 18.8%	6 16.2%	2 8.7%	17 19.8%	12 18.8%	3 7.5%
5=	13 20.6%	24 34.3%	9 29.0%	10 33.3%	11 20.8% f	6 20.0% f	13 37.1%	4 25.0%	11 29.7%	11 47.8% ab	21 24.4%	21 32.8%	14 35.0%
6=	8 12.7%	11 15.7%	5 16.1%	3 10.0%	9 17.0%	5 16.7%	2 5.7%	2 12.5%	5 13.5%	4 17.4%	9 10.5% c	6 9.4% c	11 27.5% ab
7=Very Effectively	1 1.6% bc	7 10.0% a	4 12.9% a	3 10.0%	5 9.4%	1 3.3%	2 5.7%	1 6.3%	4 10.8%	2 8.7%	7 8.1%	4 6.3%	4 10.0%
Mean	3.6	4.5	4.5	4.2	4.1	3.8	4.0	4.2	4.4	4.8	4.0	4.2	4.8
SD	1.7 Bc	1.6 A	1.7 a	1.7	1.9	1.8 f	1.6	1.5	1.7	1.3 b	1.7 c	1.5 c	1.6 ab

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												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Not At All Effectively	21 11.1%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 17.4%	5 19.2%	0 0.0%	2 7.1%	4 23.5%	3 10.7%	1 12.5%
2=	28 14.7%	2 11.8% i	0 0.0% el	2 16.7%	1 25.0%	1 33.3% b	1 12.5%	6 26.1%	3 11.5% i	2 66.7% aBhJm	2 7.1% I	3 17.6%	5 17.9%	0 0.0% i
3=	40 21.1%	4 23.5%	2 15.4%	1 8.3%	1 25.0%	0 0.0%	3 37.5%	4 17.4%	7 26.9%	0 0.0%	5 17.9%	4 23.5%	8 28.6%	1 12.5%
4=	42 22.1%	1 5.9% B	8 61.5% AcdghKl	1 8.3% b	0 0.0% b	0 0.0%	2 25.0%	4 17.4% b	6 23.1% b	1 33.3%	8 28.6%	2 11.8% B	6 21.4% b	3 37.5%
5=	39 20.5%	5 29.4%	2 15.4%	6 50.0% ghkL	1 25.0%	1 33.3%	2 25.0%	3 13.0% c	4 15.4% c	0 0.0%	7 25.0%	2 11.8% c	3 10.7% C	3 37.5%
6=	16 8.4%	3 17.6%	1 7.7%	2 16.7%	1 25.0%	1 33.3%	0 0.0%	2 8.7%	1 3.8%	0 0.0%	2 7.1%	1 5.9%	2 7.1%	0 0.0%
7=Very Effectively	4 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.1%	1 5.9%	1 3.6%	0 0.0%
Mean	3.6	3.8	4.2	4.4	4.0	4.3	3.6	3.1	3.2	2.7	4.1	3.1	3.4	3.9
SD	1.5	1.7	0.8 ghi	1.4 ghk	1.8	2.1	1.1	1.6 bcj	1.5 bcj	1.2 b	1.5 gh	1.8 c	1.5	1.4

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	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	10 16.1%	7 10.0%	1 3.3%	3 10.7%	10 19.6% f	5 17.2% f	4 11.4%	0 0.0%	2 5.6%	0 0.0% ab	11 13.1%	5 8.1%	2 5.0%
2=	11 17.7%	6 8.6%	5 16.7%	6 21.4%	7 13.7%	5 17.2%	5 14.3%	4 25.0%	4 11.1%	3 13.0%	14 16.7%	7 11.3%	7 17.5%
3=	16 25.8%	12 17.1%	7 23.3%	5 17.9%	5 9.8% E	4 13.8% e	7 20.0%	4 25.0%	14 38.9% Ab	6 26.1%	17 20.2%	19 30.6% c	4 10.0% b
4=	15 24.2%	20 28.6%	4 13.3%	3 10.7%	13 25.5% e	4 13.8%	12 34.3% E	3 18.8%	3 8.3% aCf	7 30.4% e	25 29.8% c	12 19.4%	5 12.5% a
5=	6 9.7% CD	13 18.6%	10 33.3% A	10 35.7% A	10 19.6%	6 20.7%	7 20.0%	3 18.8%	8 22.2%	5 21.7%	13 15.5% C	10 16.1% c	15 37.5% Ab
6=	3 4.8%	9 12.9%	3 10.0%	1 3.6%	3 5.9%	5 17.2% c	0 0.0% bde	2 12.5% c	4 11.1% c	2 8.7%	3 3.6% c	7 11.3%	6 15.0% a
7=Very Effectively	1 1.6%	3 4.3%	0 0.0%	0 0.0%	3 5.9%	0 0.0%	0 0.0%	0 0.0%	1 2.8%	0 0.0%	1 1.2%	2 3.2%	1 2.5%
Mean	3.1	3.9	3.9	3.5	3.5	3.6	3.4	3.7	3.8	3.9	3.3	3.7	4.2
SD	1.5 Bc	1.6 A	1.4 a	1.5	1.8	1.8	1.3	1.4	1.5	1.2	1.4 C	1.5	1.6 A

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

Topic 5: Social Media

What percent of your company's social media activities are currently performed by outside agencies?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
...of your company's social media activities are currently performed by outside agencies?	191 21.7 30.8	17 18.0 31.3 c	12 3.8 9.6 CDhkl	13 48.8 37.4 aBgJl	5 44.8 43.6 BJ	3 5.0 8.7	8 20.6 28.8	23 19.0 33.5 c	27 29.3 32.0 bj	3 8.3 14.4	29 10.5 20.7 CDhk	16 28.3 33.3 bj	27 22.0 28.5 bc	8 17.5 33.0

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

Topic 5: Social Media

What percent of your company's social media activities are currently performed by outside agencies?

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
...of your company's social media activities are currently performed by outside agencies?	60 24.1 31.9 b	70 11.9 22.5 aCd	31 36.7 34.7 B	30 24.0 34.7 b	52 16.5 28.6 F	30 16.7 28.9 F	35 15.2 28.0 F	16 32.3 34.6	37 21.1 32.3 F	21 45.2 27.2 ABCE	86 20.2 31.2	63 24.7 32.6	39 19.4 25.8

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?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
We have proven the impact quantitatively	29 15.0%	4 23.5%	3 23.1%	2 16.7%	1 20.0%	2 66.7% gHkm	1 12.5%	2 8.7%	1 3.7% E	0 0.0%	6 20.7%	1 5.9% e	6 21.4%	0 0.0% e
We have a good qualitative sense of the impact, but not a quantitative impact	84 43.5%	6 35.3%	7 53.8%	7 58.3%	2 40.0%	1 33.3%	2 25.0%	7 30.4% m	11 40.7%	1 33.3%	15 51.7%	5 29.4% m	14 50.0%	6 75.0% gk
We haven't been able to show the impact yet	80 41.5%	7 41.2%	3 23.1% gk	3 25.0% k	2 40.0%	0 0.0%	5 62.5%	14 60.9% bjl	15 55.6% jl	2 66.7%	8 27.6% ghk	11 64.7% bcjl	8 28.6% ghk	2 25.0%

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?

Number Percent	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	4 6.3% C	12 17.1%	9 30.0% A	4 13.3%	8 15.1%	4 13.8%	5 14.3%	1 6.3% f	3 8.1% f	8 34.8% de	6 7.0% C	7 11.1% C	16 40.0% AB
We have a good qualitative sense of the impact, but not a quantitative impact	25 39.7%	35 50.0%	12 40.0%	12 40.0%	19 35.8%	11 37.9%	15 42.9%	9 56.3%	20 54.1%	10 43.5%	39 45.3%	31 49.2%	14 35.0%
We haven't been able to show the impact yet	34 54.0% bc	23 32.9% a	9 30.0% a	14 46.7%	26 49.1% f	14 48.3%	15 42.9%	6 37.5%	14 37.8%	5 21.7% a	41 47.7% c	25 39.7%	10 25.0% a

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

Topic 5: Social Media

Check all of the metrics your company is using to show the impact of social media.

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufact-uring H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Hits/visits/page views	155 60.3%	12 52.2%	11 68.8%	13 81.3% g	4 44.4%	2 50.0%	6 75.0%	15 50.0% c	20 54.1%	3 75.0%	25 62.5%	13 65.0%	25 59.5%	6 75.0%
Site traffic	132 51.4%	9 39.1%	9 56.3%	10 62.5%	3 33.3%	2 50.0%	4 50.0%	15 50.0%	19 51.4%	3 75.0%	19 47.5%	10 50.0%	24 57.1%	5 62.5%
Clickthrough rates	123 47.9%	10 43.5%	8 50.0%	10 62.5% i	4 44.4%	3 75.0%	4 50.0%	10 33.3% m	17 45.9%	0 0.0% cm	18 45.0%	11 55.0%	22 52.4%	6 75.0% gi
Number of friends, followers, and likes	121 47.1%	10 43.5% c	6 37.5% c	13 81.3% abghjL	4 44.4%	2 50.0%	4 50.0%	14 46.7% c	16 43.2% c	2 50.0%	17 42.5% c	13 65.0% l	15 35.7% Ck	5 62.5%
Conversion rates (whether a visitor is converted to a buyer)	74 28.8%	6 26.1%	5 31.3%	6 37.5%	1 11.1% em	3 75.0% dghj	2 25.0%	7 23.3% em	7 18.9% ekm	0 0.0%	9 22.5% em	9 45.0% h	14 33.3%	5 62.5% dghj
Search volume (the number of people searching for your brand)	73 28.4%	6 26.1%	5 31.3%	4 25.0%	1 11.1%	2 50.0%	1 12.5%	6 20.0%	12 32.4%	1 25.0%	12 30.0%	7 35.0%	14 33.3%	2 25.0%
Repeat visits	65 25.3%	4 17.4%	6 37.5%	6 37.5%	2 22.2%	1 25.0%	3 37.5%	6 20.0%	5 13.5%	1 25.0%	11 27.5%	5 25.0%	13 31.0%	2 25.0%
Social influence of friends, followers, and likes	61 23.7%	5 21.7%	7 43.8% gh	5 31.3%	3 33.3%	0 0.0%	1 12.5%	4 13.3% b	5 13.5% b	1 25.0%	9 22.5%	5 25.0%	13 31.0%	3 37.5%
Buzz indicators (web mentions)	55 21.4%	2 8.7% ckl	5 31.3%	6 37.5% agh	2 22.2%	1 25.0%	2 25.0%	3 10.0% ckL	4 10.8% ckL	0 0.0%	6 15.0% l	7 35.0% agh	16 38.1% aGHj	1 12.5%
Virality (extent to which your content/links are shared)	49 19.1%	2 8.7% k	3 18.8%	5 31.3% h	1 11.1%	0 0.0%	3 37.5% h	4 13.3%	2 5.4% cfjKL	1 25.0%	9 22.5% h	7 35.0% aH	10 23.8% h	2 25.0%
Brand sentiment ratings	43 16.7%	2 8.7% b	7 43.8% aghJ	2 12.5%	3 33.3% J	0 0.0%	2 25.0% j	4 13.3% b	5 13.5% b	0 0.0%	1 2.5% BDfLM	3 15.0%	11 26.2% J	3 37.5% J

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

Topic 5: Social Media

Check all of the metrics your company is using to show the impact of social media.

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Share of voice (compares your firm to competitors on mentions)	41 16.0%	2 8.7% m	5 31.3% h	5 31.3% h	0 0.0% m	0 0.0%	2 25.0%	3 10.0% m	2 5.4% bcLM	1 25.0%	4 10.0% M	3 15.0%	10 23.8% h	4 50.0% adgHJ
Net promoter score	41 16.0%	2 8.7% k	5 31.3% H	1 6.3% k	1 11.1% h	1 25.0% H	2 25.0% H	4 13.3% hBdEFgljKLM	0 0.0%	1 25.0% H	6 15.0% h	7 35.0% acH	9 21.4% H	2 25.0% H
Number of inbound links	40 15.6%	3 13.0%	6 37.5% gh	2 12.5%	1 11.1%	0 0.0%	1 12.5%	3 10.0%	3 8.1% b	1 25.0%	6 15.0%	4 20.0%	9 21.4%	1 12.5%
Revenue per customer	40 15.6%	3 13.0%	4 25.0%	2 12.5%	2 22.2%	1 25.0%	2 25.0%	2 6.7% k	6 16.2%	1 25.0%	6 15.0%	6 30.0% g	5 11.9%	0 0.0%
App download	38 14.8%	4 17.4%	4 25.0%	1 6.3%	1 11.1%	1 25.0%	0 0.0%	4 13.3%	6 16.2%	1 25.0%	4 10.0%	2 10.0%	9 21.4%	1 12.5%
Sales levels	36 14.0%	2 8.7% e	3 18.8%	1 6.3% e	2 22.2%	2 50.0% acgjl	0 0.0%	2 6.7% ek	7 18.9%	1 25.0%	4 10.0% e	6 30.0% g	5 11.9% e	1 12.5%
Customer acquisition costs	32 12.5%	3 13.0%	2 12.5%	3 18.8% h	1 11.1%	2 50.0% H	1 12.5%	4 13.3%	1 2.7% cE	0 0.0%	5 12.5%	3 15.0%	6 14.3%	1 12.5%
Online product/service ratings	28 10.9%	1 4.3%	2 12.5%	3 18.8% j	1 11.1%	0 0.0%	0 0.0%	6 20.0% j	3 8.1%	0 0.0%	1 2.5% cgK	5 25.0% J	5 11.9%	1 12.5%
Metrics using analysis of online text	25 9.7%	1 4.3%	2 12.5%	3 18.8% h	2 22.2% h	0 0.0%	0 0.0%	1 3.3%	1 2.7% cdm	1 25.0%	6 15.0%	3 15.0%	3 7.1%	2 25.0% h
Profits per customer	17 6.6%	4 17.4%	1 6.3%	2 12.5%	0 0.0%	0 0.0%	0 0.0%	2 6.7%	1 2.7%	1 25.0%	3 7.5%	1 5.0%	2 4.8%	0 0.0%
Customer retention costs	16 6.2%	2 8.7%	2 12.5%	1 6.3%	0 0.0%	1 25.0%	1 12.5%	3 10.0%	1 2.7%	0 0.0%	2 5.0%	1 5.0%	2 4.8%	0 0.0%
Abandoned shopping carts	15 5.8%	0 0.0% ek	1 6.3%	1 6.3%	1 11.1%	1 25.0% aj	0 0.0%	1 3.3%	2 5.4%	0 0.0%	1 2.5% ek	4 20.0% aj	3 7.1%	0 0.0%

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

Topic 5: Social Media

Check all of the metrics your company is using to show the impact of social media.

Number Percent	Total	Primary Economic Sector				Total	Sales Revenue						Total	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	155 16.30%	46 55.40%	59 60.80%	27 75.00%	23 57.50%	155 16.30%	35 49.30%	27 75.00%	31 62.00%	14 63.60%	29 60.40%	19 65.50%	153 16.09%	66 74.20%	54 80.60%	33 70.20%
Site traffic	132 13.88%	43 51.80%	50 51.50%	19 52.80%	20 50.00%	132 13.88%	30 42.30%	20 55.60%	26 52.00%	15 68.20%	24 50.00%	17 58.60%	132 13.88%	56 62.90%	48 71.60%	28 59.60%
Clickthrough rates	123 12.93%	38 45.80%	44 45.40%	23 63.90%	18 45.00%	123 12.93%	30 42.30%	18 50.00%	22 44.00%	11 50.00%	26 54.20%	16 55.20%	123 12.93%	50 56.20%	43 64.20%	30 63.80%
Number of friends, followers, and likes	121 12.72%	32 38.60%	43 44.30%	26 72.20%	20 50.00%	121 12.72%	25 35.20%	19 52.80%	24 48.00%	11 50.00%	27 56.30%	15 51.70%	119 12.51%	45 50.60%	45 67.20%	29 61.70%
Conversion rates	74 7.78%	19 22.90%	26 26.80%	18 50.00%	11 27.50%	74 7.78%	12 16.90%	9 25.00%	11 22.00%	8 36.40%	20 41.70%	14 48.30%	74 7.78%	22 24.70%	28 41.80%	24 51.10%
Search volume (the number of people searching for your brand)	73 7.68%	23 27.70%	27 27.80%	12 33.30%	11 27.50%	73 7.68%	14 19.70%	9 25.00%	14 28.00%	7 31.80%	15 31.30%	14 48.30%	73 7.68%	26 29.20%	29 43.30%	18 38.30%
Repeat visits	65 6.83%	19 22.90%	28 28.90%	11 30.60%	7 17.50%	65 6.83%	16 22.50%	8 22.20%	8 16.00%	5 22.70%	15 31.30%	13 44.80%	65 6.83%	28 31.50%	22 32.80%	15 31.90%
Social influence of friends, followers, and likes	61 6.41%	14 16.90%	26 26.80%	10 27.80%	11 27.50%	61 6.41%	17 23.90%	3 8.30%	13 26.00%	3 13.60%	16 33.30%	9 31.00%	60 6.31%	23 25.80%	22 32.80%	15 31.90%
Buzz indicators (web mentions)	55 5.78%	21 25.30%	11 11.30%	13 36.10%	10 25.00%	55 5.78%	12 16.90%	2 5.60%	5 10.00%	6 27.30%	16 33.30%	14 48.30%	55 5.78%	14 15.70%	26 38.80%	15 31.90%
Virality (extent to which your content/links are shared)	49 5.15%	8 9.60%	22 22.70%	10 27.80%	9 22.50%	49 5.15%	15 21.10%	3 8.30%	10 20.00%	2 9.10%	10 20.80%	9 31.00%	48 5.05%	19 21.30%	18 26.90%	11 23.40%
Brand sentiment ratings	43 4.52%	16 19.30%	8 8.20%	10 27.80%	9 22.50%	43 4.52%	2 2.80%	3 8.30%	5 10.00%	5 22.70%	14 29.20%	14 48.30%	43 4.52%	10 11.20%	18 26.90%	15 31.90%

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

Topic 5: Social Media

Check all of the metrics your company is using to show the impact of social media.

Number Percent	Total	Primary Economic Sector				Total	Sales Revenue						Total	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
Share of voice (compares your firm to competitors on mentions)	41 11.11%	10 12.00%	18 18.60%	9 25.00%	4 10.00%	41 11.11%	5 7.00%	1 2.80%	6 12.00%	4 18.20%	15 31.30%	10 34.50%	41 11.11%	16 18.00%	14 20.90%	11 23.40%
							EF	dEF	ef	b	ABc	ABc				
Net promoter Score	41 11.11%	10 12.00%	16 16.50%	9 25.00%	6 15.00%	41 11.11%	4 5.60%	1 2.80%	8 16.00%	2 9.10%	14 29.20%	12 41.40%	41 11.11%	15 16.90%	14 20.90%	12 25.50%
							EF	EF	f	f	AB	ABcd				
Number of inbound links	40 10.84%	9 10.80%	20 20.60%	4 11.10%	7 17.50%	40 10.84%	12 16.90%	4 11.10%	7 14.00%	3 13.60%	8 16.70%	6 20.70%	40 10.84%	12 13.50%	16 23.90%	12 25.50%
Revenue per Customer	40 10.84%	12 14.50%	13 13.40%	11 30.60%	4 10.00%	40 10.84%	14 19.70%	3 8.30%	3 6.00%	4 18.20%	7 14.60%	9 31.00%	40 10.84%	14 15.70%	14 20.90%	12 25.50%
		c	c	abd	c		c	f	aF			bC				
App download	38 10.30%	13 15.70%	13 13.40%	7 19.40%	5 12.50%	38 10.30%	5 7.00%	5 13.90%	6 12.00%	6 27.30%	11 22.90%	5 17.20%	38 10.30%	12 13.50%	16 23.90%	10 21.30%
							de			a	a					
Sales levels	36 9.76%	11 13.30%	11 11.30%	11 30.60%	3 7.50%	36 9.76%	13 18.30%	4 11.10%	4 8.00%	2 9.10%	8 16.70%	5 17.20%	36 9.76%	11 12.40%	13 19.40%	12 25.50%
		c	C	aBd	c											
Customer acquisition costs	32 8.67%	6 7.20%	14 14.40%	8 22.20%	4 10.00%	32 8.67%	10 14.10%	2 5.60%	7 14.00%	5 22.70%	4 8.30%	4 13.80%	32 8.67%	13 14.60%	11 16.40%	8 17.00%
		c		a												
Online product / service ratings	28 7.59%	7 8.40%	5 5.20%	10 27.80%	6 15.00%	28 7.59%	2 2.80%	1 2.80%	7 14.00%	3 13.60%	8 16.70%	7 24.10%	28 7.59%	10 11.20%	11 16.40%	7 14.90%
		C	C	AB			cEF	ef	a		Ab	Ab				
Metrics using analysis of online text	25 6.78%	3 3.60%	12 12.40%	6 16.70%	4 10.00%	25 6.78%	5 7.00%	1 2.80%	4 8.00%	1 4.50%	8 16.70%	6 20.70%	25 6.78%	8 9.00%	8 11.90%	9 19.10%
		bc	a	a				ef			b	b				
Profits per Customer	17 4.61%	3 3.60%	7 7.20%	4 11.10%	3 7.50%	17 4.61%	9 12.70%	0 0.00%	2 4.00%	0 0.00%	2 4.20%	4 13.80%	17 4.61%	8 9.00%	5 7.50%	4 8.50%
							b	af				b				
Customer retention costs	16 4.34%	4 4.80%	6 6.20%	3 8.30%	3 7.50%	16 4.34%	4 5.60%	0 0.00%	2 4.00%	4 18.20%	3 6.30%	3 10.30%	16 4.34%	7 7.90%	6 9.00%	3 6.40%
								d	d	bc						
Abandoned shopping costs	15 4.07%	6 7.20%	1 1.00%	7 19.40%	1 2.50%	15 4.07%	1 1.40%	4 11.10%	2 4.00%	3 13.60%	3 6.30%	2 6.90%	15 4.07%	0 0.00%	6 9.00%	9 19.10%
		b	aC	Bd	c		bd	a		a				BC	A	A

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For developing social media strategies?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufact-uring H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
1=Not at all	12 6.8%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 18.2%	3 12.0%	0 0.0%	1 3.8%	1 7.1%	1 4.2%	0 0.0%
2=	21 11.9%	1 6.7% f	1 7.7% f	1 7.7% f	0 0.0%	0 0.0%	4 50.0% abcgJkLm	3 13.6% f	6 24.0%	1 33.3%	2 7.7% F	1 7.1% f	1 4.2% F	0 0.0% f
3=	27 15.3%	2 13.3%	2 15.4%	2 15.4%	1 25.0%	0 0.0%	1 12.5%	4 18.2%	5 20.0%	1 33.3%	4 15.4%	2 14.3%	3 12.5%	0 0.0%
4=	36 20.5%	4 26.7%	3 23.1%	3 23.1%	1 25.0%	0 0.0%	0 0.0%	3 13.6%	5 20.0%	1 33.3%	7 26.9%	4 28.6%	4 16.7%	1 14.3%
5=	49 27.8%	3 20.0%	3 23.1%	5 38.5%	1 25.0%	1 50.0%	1 12.5%	4 18.2%	5 20.0%	0 0.0%	6 23.1%	5 35.7%	11 45.8%	4 57.1%
6=	22 12.5%	3 20.0%	3 23.1%	1 7.7%	1 25.0%	1 50.0% h	1 12.5%	4 18.2%	1 4.0% e	0 0.0%	3 11.5%	1 7.1%	3 12.5%	0 0.0%
7=Excellent	9 5.1%	0 0.0% m	1 7.7%	1 7.7%	0 0.0%	0 0.0%	1 12.5%	0 0.0% m	0 0.0% M	0 0.0%	3 11.5%	0 0.0% m	1 4.2%	2 28.6% agHk
Mean	4.1	3.9	4.6	4.5	4.5	5.5	3.6	3.5	3.2	3.0	4.4	4.0	4.5	5.4
SD	1.6	1.7 m	1.4 H	1.3 h	1.3	0.7 h	2.1	1.8 lm	1.5 BceJLM	1.0 m	1.6 H	1.4 m	1.4 gH	1.1 agHk

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For developing social media strategies?

Number Percent	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	5 9.1%	4 6.2%	2 6.7%	1 3.8%	7 14.3%	3 11.5%	1 3.2%	0 0.0%	1 2.9%	0 0.0%	6 7.3%	3 5.1%	2 6.1%
2=	12 21.8% b	4 6.2% a	2 6.7%	3 11.5%	5 10.2%	3 11.5%	4 12.9%	3 20.0%	3 8.8%	3 14.3%	14 17.1% c	6 10.2%	1 3.0% a
3=	9 16.4%	8 12.3%	3 10.0%	7 26.9%	10 20.4% f	6 23.1% f	4 12.9%	3 20.0% f	4 11.8%	0 0.0% abd	11 13.4%	14 23.7% c	2 6.1% b
4=	9 16.4%	18 27.7%	5 16.7%	4 15.4%	8 16.3% c	4 15.4% c	13 41.9% abf	2 13.3%	7 20.6%	2 9.5% c	21 25.6%	12 20.3%	3 9.1%
5=	15 27.3%	15 23.1% c	13 43.3% b	6 23.1%	10 20.4%	8 30.8%	7 22.6%	6 40.0%	11 32.4%	7 33.3%	22 26.8%	11 18.6% C	15 45.5% B
6=	5 9.1%	9 13.8%	3 10.0%	5 19.2%	7 14.3% f	1 3.8% F	1 3.2% F	1 6.7% f	4 11.8% f	8 38.1% aBCde	5 6.1% C	9 15.3%	8 24.2% A
7=Excellent	0 0.0% b	7 10.8% a	2 6.7%	0 0.0%	2 4.1%	1 3.8%	1 3.2%	0 0.0%	4 11.8%	1 4.8%	3 3.7%	4 6.8%	2 6.1%
Mean	3.6	4.4	4.4	4.0	3.8	3.7	3.9	3.9	4.5	5.0	3.8	4.1	4.8
SD	1.5 Bc	1.6 A	1.5 a	1.5	1.7 eF	1.6 eF	1.3 F	1.3 f	1.5 ab	1.4 ABCd	1.5 C	1.6 c	1.4 Ab

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For executing social media strategies?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufact-uring H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
1=Not at all	13 7.4%	3 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 13.6%	4 16.0%	0 0.0%	1 3.8%	1 7.1%	1 4.2%	0 0.0%
2=	23 13.1%	1 6.7% fi	1 7.7% fi	1 7.7% fi	0 0.0%	0 0.0%	4 50.0% abcgJklm	3 13.6% fi	5 20.0%	2 66.7% abcgJklm	2 7.7% FI	1 7.1% fi	3 12.5% fi	0 0.0% fi
3=	27 15.3%	1 6.7% d	4 30.8%	2 15.4%	2 50.0% al	0 0.0%	1 12.5%	6 27.3%	4 16.0%	0 0.0%	3 11.5%	2 14.3%	2 8.3% d	0 0.0%
4=	41 23.3%	4 26.7%	2 15.4%	4 30.8%	1 25.0%	0 0.0%	1 12.5%	2 9.1%	6 24.0%	1 33.3%	8 30.8%	3 21.4%	7 29.2%	2 28.6%
5=	44 25.0%	5 33.3%	3 23.1%	4 30.8%	0 0.0%	1 50.0%	0 0.0% k	4 18.2%	6 24.0%	0 0.0%	6 23.1%	6 42.9% f	7 29.2%	2 28.6%
6=	22 12.5%	1 6.7%	2 15.4%	1 7.7%	1 25.0% h	1 50.0% H	2 25.0% h	4 18.2% h	0 0.0% dEfgjM	0 0.0%	4 15.4% h	1 7.1%	3 12.5%	2 28.6% H
7=Excellent	6 3.4%	0 0.0%	1 7.7%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.7%	0 0.0%	1 4.2%	1 14.3%
Mean	4.0	3.7	4.3	4.4	4.0	5.5	3.4	3.6	3.2	2.7	4.4	4.1	4.2	5.3
SD	1.6	1.7 m	1.5 h	1.3 h	1.4	0.7 h	1.8 m	1.7 m	1.4 bceIJM	1.2 M	1.5 H	1.4	1.5 h	1.1 afgHI

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For executing social media strategies?

Number Percent	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	6 10.9%	3 4.6%	2 6.7%	2 7.7%	8 16.3%	3 11.5%	1 3.2%	0 0.0%	1 2.9%	0 0.0%	8 9.8%	2 3.4%	2 6.1%
2=	12 21.8%	7 10.8%	2 6.7%	2 7.7%	5 10.2%	2 7.7%	5 16.1%	3 20.0%	5 14.7%	3 14.3%	16 19.5% c	6 10.2%	1 3.0% a
3=	8 14.5%	8 12.3% d	3 10.0%	8 30.8% b	10 20.4% c	7 26.9% c	1 3.2% ab	2 13.3%	5 14.7%	2 9.5%	10 12.2% b	16 27.1% aC	1 3.0% B
4=	12 21.8%	19 29.2%	6 20.0%	4 15.4%	11 22.4% c	5 19.2% c	14 45.2% abEf	4 26.7%	4 11.8% C	3 14.3% c	25 30.5%	10 16.9%	6 18.2%
5=	14 25.5%	13 20.0%	11 36.7%	6 23.1%	5 10.2% bdeF	8 30.8% a	8 25.8%	5 33.3% a	10 29.4% a	8 38.1% A	13 15.9% C	16 27.1%	14 42.4% A
6=	3 5.5%	10 15.4%	5 16.7%	4 15.4%	8 16.3%	1 3.8% f	1 3.2% f	1 6.7%	6 17.6%	5 23.8% bc	8 9.8% c	6 10.2%	8 24.2% a
7=Excellent	0 0.0% b	5 7.7% a	1 3.3%	0 0.0%	2 4.1%	0 0.0%	1 3.2%	0 0.0%	3 8.8%	0 0.0%	2 2.4%	3 5.1%	1 3.0%
Mean	3.5	4.3	4.4	3.8	3.7	3.6	4.0	3.9	4.4	4.5	3.6	4.1	4.7
SD	1.5 BC	1.6 A	1.5 A	1.5	1.8	1.4 f	1.3	1.3	1.7	1.4 b	1.6 C	1.5 c	1.4 Ab

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For connecting marketing strategies and social media strategies?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
1=Not at all	15 8.5%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 13.6%	5 20.0%	0 0.0%	2 7.7%	2 14.3%	1 4.2%	0 0.0%
2=	23 13.1%	2 13.3%	1 7.7% fi	2 15.4%	1 25.0%	0 0.0%	4 50.0% bghJklm	3 13.6% fi	3 12.0% fi	2 66.7% bghJklm	2 7.7% FI	1 7.1% fi	2 8.3% fi	0 0.0% fi
3=	24 13.6%	2 13.3%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	3 13.6%	3 12.0%	0 0.0%	4 15.4%	3 21.4%	5 20.8%	0 0.0%
4=	36 20.5%	2 13.3%	2 15.4%	3 23.1%	1 25.0%	0 0.0%	1 12.5%	5 22.7%	7 28.0%	1 33.3%	6 23.1%	1 7.1%	6 25.0%	1 14.3%
5=	50 28.4%	7 46.7%	5 38.5%	6 46.2%	1 25.0%	1 50.0%	1 12.5%	5 22.7%	5 20.0%	0 0.0%	6 23.1%	5 35.7%	4 16.7% m	4 57.1% l
6=	19 10.8%	0 0.0% em	2 15.4%	1 7.7%	1 25.0%	1 50.0% a	0 0.0%	2 9.1%	2 8.0%	0 0.0%	2 7.7%	1 7.1%	5 20.8%	2 28.6% a
7=Excellent	9 5.1%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 12.5%	1 4.5%	0 0.0% j	0 0.0%	4 15.4% h	1 7.1%	1 4.2%	0 0.0%
Mean	4.0	3.7	4.3	4.5	4.3	5.5	3.4	3.7	3.4	2.7	4.3	3.9	4.2	5.1
SD	1.6	1.5 m	1.3	1.4 hi	1.7	0.7	1.8 m	1.7 m	1.6 cm	1.2 cM	1.8	1.8	1.5	0.7 afghI

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For connecting marketing strategies and social media strategies?

Number Percent	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 14.5%	4 6.2%	2 6.7%	1 3.8%	8 16.3%	3 11.5%	2 6.5%	0 0.0%	2 5.9%	0 0.0%	8 9.8%	4 6.8%	2 6.1%
2=	9 16.4%	7 10.8%	3 10.0%	4 15.4%	3 6.1%	3 11.5%	6 19.4%	3 20.0%	4 11.8%	4 19.0%	15 18.3% c	7 11.9%	1 3.0% a
3=	10 18.2% c	7 10.8%	0 0.0% aD	7 26.9% C	10 20.4% Cf	4 15.4% c	0 0.0% AbDe	4 26.7% Cf	6 17.6% cf	0 0.0% ade	10 12.2%	13 22.0% c	1 3.0% b
4=	11 20.0%	17 26.2%	5 16.7%	3 11.5%	9 18.4%	5 19.2%	11 35.5%	2 13.3%	6 17.6%	3 14.3%	20 24.4%	10 16.9%	6 18.2%
5=	11 20.0% C	18 27.7% c	15 50.0% Abd	6 23.1% c	10 20.4%	10 38.5%	10 32.3%	4 26.7%	8 23.5%	8 38.1%	17 20.7% c	18 30.5%	14 42.4% a
6=	6 10.9%	5 7.7%	4 13.3%	4 15.4%	5 10.2%	1 3.8% f	1 3.2% f	2 13.3%	4 11.8%	6 28.6% bc	7 8.5%	5 8.5%	7 21.2%
7=Excellent	0 0.0% b	7 10.8% a	1 3.3%	1 3.8%	4 8.2%	0 0.0%	1 3.2%	0 0.0%	4 11.8%	0 0.0%	5 6.1%	2 3.4%	2 6.1%
Mean	3.5	4.2	4.5	4.0	3.8	3.7	3.9	3.9	4.2	4.6	3.8	3.9	4.8
SD	1.6 BC	1.6 A	1.5 A	1.6	1.8	1.5	1.5	1.4	1.7	1.4	1.7 C	1.5 c	1.4 Ab

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For measuring the success of social media strategies?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
1=Not at all	25 14.2%	3 20.0%	0 0.0% ghi	1 7.7%	0 0.0%	0 0.0%	0 0.0%	6 27.3% b	8 32.0% bl	1 33.3% b	3 11.5%	1 7.1%	2 8.3% h	0 0.0%
2=	22 12.5%	1 6.7% f	2 15.4%	1 7.7% f	1 25.0%	0 0.0%	4 50.0% acgHJm	3 13.6% f	1 4.0% F	1 33.3%	1 3.8% F	3 21.4%	4 16.7%	0 0.0% f
3=	36 20.5%	2 13.3%	5 38.5%	1 7.7%	1 25.0%	0 0.0%	2 25.0%	4 18.2%	9 36.0%	0 0.0%	5 19.2%	3 21.4%	4 16.7%	0 0.0%
4=	40 22.7%	3 20.0% e	2 15.4% e	2 15.4% e	1 25.0%	2 100.0% abcfghkl	0 0.0% em	4 18.2% e	4 16.0% em	1 33.3%	8 30.8%	3 21.4% e	6 25.0% e	4 57.1% fh
5=	39 22.2%	6 40.0% h	3 23.1%	6 46.2% h	0 0.0%	0 0.0%	1 12.5%	4 18.2%	3 12.0% ac	0 0.0%	6 23.1%	4 28.6%	5 20.8%	1 14.3%
6=	11 6.3%	0 0.0% m	1 7.7%	1 7.7%	1 25.0% h	0 0.0%	1 12.5%	1 4.5%	0 0.0% dM	0 0.0%	2 7.7%	0 0.0% m	2 8.3%	2 28.6% aHk
7=Excellent	3 1.7%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	1 4.2%	0 0.0%
Mean	3.5	3.5	3.7	4.4	3.8	4.0	3.1	3.0	2.7	2.3	3.9	3.4	3.8	4.7
SD	1.5	1.6	1.3 h	1.6 gH	1.7	0.0	1.6 m	1.6 cm	1.4 bcJIM	1.5 m	1.5 H	1.3 m	1.6 h	1.0 fgHik

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For measuring the success of social media strategies?

Number Percent	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	10 18.2%	7 10.8%	3 10.0%	5 19.2%	11 22.4% d	4 15.4%	3 9.7%	0 0.0% a	4 11.8%	3 14.3%	15 18.3%	6 10.2%	3 9.1%
2=	10 18.2%	6 9.2%	2 6.7%	4 15.4%	4 8.2% d	4 15.4%	4 12.9%	5 33.3% af	4 11.8%	1 4.8% d	12 14.6%	9 15.3%	1 3.0%
3=	15 27.3%	12 18.5%	5 16.7%	4 15.4%	12 24.5%	5 19.2%	6 19.4%	4 26.7%	6 17.6%	3 14.3%	18 22.0%	15 25.4%	3 9.1%
4=	11 20.0%	16 24.6%	7 23.3%	6 23.1%	9 18.4% c	7 26.9%	13 41.9% aEf	4 26.7%	4 11.8% C	3 14.3% c	17 20.7% c	10 16.9% c	13 39.4% ab
5=	7 12.7% b	18 27.7% a	9 30.0%	5 19.2%	9 18.4%	6 23.1%	4 12.9%	2 13.3%	11 32.4%	7 33.3%	16 19.5%	12 20.3%	10 30.3%
6=	2 3.6%	4 6.2%	3 10.0%	2 7.7%	3 6.1%	0 0.0% f	1 3.2%	0 0.0%	3 8.8%	4 19.0% b	3 3.7%	6 10.2%	2 6.1%
7=Excellent	0 0.0%	2 3.1%	1 3.3%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	2 5.9%	0 0.0%	1 1.2%	1 1.7%	1 3.0%
Mean	3.0	3.8	4.0	3.3	3.3	3.3	3.5	3.2	3.9	4.0	3.2	3.6	4.1
SD	1.4 BC	1.5 A	1.6 A	1.6	1.7	1.4	1.3	1.1	1.7	1.7	1.5 C	1.6	1.4 A

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For learning about what works and doesn't work for social media?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufact-uring H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
1=Not at all	20 11.4%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 22.7%	6 24.0%	0 0.0%	2 8.0%	2 14.3%	3 12.5%	0 0.0%
2=	29 16.6%	1 6.7% Fi	3 23.1%	2 15.4% f	0 0.0%	0 0.0%	5 62.5% AcHJKLm	6 27.3%	2 8.0% Fi	2 66.7% ahjlm	3 12.0% Fi	2 14.3% f	3 12.5% Fi	0 0.0% fi
3=	27 15.4%	3 20.0%	3 23.1%	2 15.4%	2 50.0% gl	0 0.0%	1 12.5%	1 4.5% d	6 24.0%	0 0.0%	5 20.0%	3 21.4%	1 4.2% d	0 0.0%
4=	40 22.9%	2 13.3% m	2 15.4%	3 23.1%	0 0.0%	1 50.0%	0 0.0% lm	5 22.7%	7 28.0%	1 33.3%	4 16.0% m	2 14.3%	9 37.5% f	4 57.1% afj
5=	41 23.4%	5 33.3%	3 23.1%	5 38.5%	1 25.0%	1 50.0%	1 12.5%	3 13.6%	3 12.0%	0 0.0%	8 32.0%	4 28.6%	6 25.0%	1 14.3%
6=	11 6.3%	2 13.3%	2 15.4%	0 0.0%	1 25.0% h	0 0.0%	0 0.0%	2 9.1%	0 0.0% d	0 0.0%	2 8.0%	1 7.1%	1 4.2%	0 0.0%
7=Excellent	7 4.0%	0 0.0% m	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 12.5%	0 0.0% m	1 4.0%	0 0.0%	1 4.0%	0 0.0% m	1 4.2%	2 28.6% agk
Mean	3.7	3.9	3.8	4.2	4.3	4.5	3.1	3.0	3.1	2.7	3.9	3.5	3.8	5.0
SD	1.6	1.6	1.5	1.4	1.5	0.7	1.9	1.7 m	1.6 M	1.2 m	1.6	1.6 m	1.6	1.4 gHik

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For learning about what works and doesn't work for social media?

Number Percent	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	11 20.0%	5 7.8%	2 6.7%	2 7.7%	9 18.4%	4 15.4%	4 13.3%	0 0.0%	2 5.9%	1 4.8%	13 16.0%	4 6.8%	2 6.1%
2=	11 20.0%	9 14.1%	3 10.0%	6 23.1%	6 12.2% d	5 19.2%	4 13.3% d	6 40.0% ac	5 14.7%	3 14.3%	13 16.0%	15 25.4% C	1 3.0% B
3=	8 14.5%	12 18.8%	3 10.0%	4 15.4%	10 20.4%	2 7.7%	7 23.3%	2 13.3%	4 11.8%	2 9.5%	14 17.3%	10 16.9%	3 9.1%
4=	12 21.8%	14 21.9%	8 26.7%	6 23.1%	10 20.4%	7 26.9%	8 26.7%	3 20.0%	8 23.5%	4 19.0%	19 23.5%	8 13.6% c	12 36.4% b
5=	10 18.2% c	13 20.3% c	12 40.0% ab	6 23.1%	10 20.4%	7 26.9%	6 20.0%	4 26.7%	6 17.6%	8 38.1%	15 18.5%	16 27.1%	10 30.3%
6=	2 3.6%	6 9.4%	1 3.3%	2 7.7%	3 6.1%	1 3.8%	0 0.0% f	0 0.0%	4 11.8%	3 14.3% c	5 6.2%	2 3.4%	4 12.1%
7=Excellent	1 1.8%	5 7.8%	1 3.3%	0 0.0%	1 2.0% e	0 0.0% e	1 3.3%	0 0.0%	5 14.7% ab	0 0.0%	2 2.5%	4 6.8%	1 3.0%
Mean	3.2	3.9	4.1	3.5	3.4	3.4	3.4	3.3	4.3	4.1	3.4	3.7	4.3
SD	1.6 bc	1.7 a	1.4 a	1.5	1.6 e	1.6	1.5 e	1.3	1.8 ac	1.5	1.6 C	1.7	1.3 A

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For managing external social media partners and agencies?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
1=Not at all	44 25.0%	5 33.3% c	3 23.1%	0 0.0% aghjk	1 25.0%	0 0.0%	1 12.5%	9 40.9% c	8 32.0% c	0 0.0%	7 26.9% c	4 28.6% c	5 20.8%	1 14.3%
2=	25 14.2%	0 0.0% efi	3 23.1%	3 23.1%	0 0.0%	1 50.0% a	3 37.5% aj	2 9.1%	3 12.0%	1 33.3% a	2 7.7% f	2 14.3%	5 20.8%	0 0.0%
3=	18 10.2%	2 13.3%	1 7.7%	1 7.7%	1 25.0%	0 0.0%	0 0.0%	3 13.6%	3 12.0%	1 33.3%	3 11.5%	1 7.1%	1 4.2%	1 14.3%
4=	36 20.5%	3 20.0%	4 30.8%	3 23.1%	1 25.0%	1 50.0%	2 25.0%	4 18.2%	4 16.0%	1 33.3%	3 11.5%	4 28.6%	3 12.5%	3 42.9%
5=	32 18.2%	3 20.0%	1 7.7%	3 23.1%	0 0.0%	0 0.0%	1 12.5%	3 13.6%	6 24.0%	0 0.0%	8 30.8%	1 7.1%	5 20.8%	1 14.3%
6=	16 9.1%	1 6.7%	1 7.7%	2 15.4%	1 25.0%	0 0.0%	1 12.5%	1 4.5%	1 4.0%	0 0.0%	3 11.5%	1 7.1%	4 16.7%	0 0.0%
7=Excellent	5 2.8%	1 6.7%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	1 4.2%	1 14.3%
Mean	3.3	3.4	3.0	4.2	3.5	3.0	3.3	2.7	3.0	3.0	3.5	3.2	3.6	4.0
SD	1.8	2.0	1.6	1.6 gh	2.1	1.4	1.8	1.7 c	1.7 c	1.0	1.9	2.0	2.0	1.8

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For managing external social media partners and agencies?

Number Percent	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	16 29.1% c	19 29.2% c	3 10.0% ab	6 23.1%	17 34.7% f	8 30.8% f	8 25.8%	2 13.3%	8 23.5%	1 4.8% ab	24 29.3%	13 22.0%	6 18.2%
2=	10 18.2%	6 9.2%	5 16.7%	4 15.4%	6 12.2%	4 15.4%	4 12.9%	4 26.7%	6 17.6%	1 4.8%	11 13.4%	11 18.6%	3 9.1%
3=	5 9.1%	7 10.8%	2 6.7%	4 15.4%	6 12.2%	3 11.5%	4 12.9%	0 0.0%	3 8.8%	2 9.5%	10 12.2% c	8 13.6% c	0 0.0% ab
4=	9 16.4%	15 23.1%	7 23.3%	5 19.2%	9 18.4%	4 15.4%	9 29.0%	5 33.3%	5 14.7%	4 19.0%	16 19.5%	9 15.3% c	11 33.3% b
5=	11 20.0%	10 15.4%	8 26.7%	3 11.5%	7 14.3%	5 19.2%	6 19.4%	3 20.0%	5 14.7%	6 28.6%	16 19.5%	10 16.9%	6 18.2%
6=	4 7.3%	5 7.7%	4 13.3%	3 11.5%	2 4.1% F	2 7.7% f	0 0.0% F	1 6.7%	4 11.8%	7 33.3% AbC	4 4.9%	6 10.2%	5 15.2%
7=Excellent	0 0.0%	3 4.6%	1 3.3%	1 3.8%	2 4.1%	0 0.0%	0 0.0%	0 0.0%	3 8.8%	0 0.0%	1 1.2%	2 3.4%	2 6.1%
Mean	3.0	3.3	3.9	3.3	2.9	3.0	3.0	3.4	3.5	4.6	3.1	3.3	3.9
SD	1.7 c	1.9	1.7 a	1.8	1.8 F	1.8 F	1.5 F	1.6 f	2.0 f	1.4 ABCde	1.7 c	1.8	1.9 a

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For hiring people to perform social media activities?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufact-uring H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
1=Not at all	41 23.3%	3 20.0%	1 7.7% fg	2 15.4%	1 25.0%	0 0.0%	4 50.0% b	9 40.9% b	9 36.0%	0 0.0%	5 19.2%	2 14.3%	4 16.7%	1 14.3%
2=	20 11.4%	0 0.0% I	2 15.4%	2 15.4%	0 0.0%	0 0.0%	1 12.5%	3 13.6% i	1 4.0% I	2 66.7% AgHJm	2 7.7% I	3 21.4%	4 16.7%	0 0.0% i
3=	23 13.1%	2 13.3%	3 23.1%	2 15.4%	1 25.0%	0 0.0%	0 0.0%	1 4.5%	5 20.0%	0 0.0%	3 11.5%	0 0.0%	5 20.8%	1 14.3%
4=	28 15.9%	2 13.3%	2 15.4%	2 15.4%	0 0.0%	0 0.0%	2 25.0%	4 18.2%	4 16.0%	1 33.3%	6 23.1%	2 14.3%	2 8.3%	1 14.3%
5=	33 18.8%	6 40.0% fhj	2 15.4%	3 23.1%	1 25.0%	1 50.0%	0 0.0% a	4 18.2%	2 8.0% a	0 0.0%	3 11.5% a	3 21.4%	6 25.0%	2 28.6%
6=	22 12.5%	1 6.7%	1 7.7%	1 7.7%	1 25.0%	1 50.0% g	1 12.5%	1 4.5% e	4 16.0%	0 0.0%	6 23.1%	3 21.4%	2 8.3%	0 0.0%
7=Excellent	9 5.1%	1 6.7%	2 15.4%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0% m	0 0.0% M	0 0.0%	1 3.8%	1 7.1%	1 4.2%	2 28.6% gH
Mean	3.5	4.0	4.0	3.7	3.8	5.5	2.5	2.7	3.0	2.7	3.8	4.0	3.5	4.6
SD	1.9	1.9 g	1.9	1.9	2.2	0.7 g	1.9	1.8 aejm	1.9	1.2	1.9 g	2.0	1.8	2.1 g

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For hiring people to perform social media activities?

Number Percent	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	16 29.1%	13 20.0%	5 16.7%	7 26.9%	18 36.7% ef	5 19.2%	8 25.8%	4 26.7%	4 11.8% a	2 9.5% a	27 32.9% bc	9 15.3% a	4 12.1% a
2=	7 12.7%	7 10.8%	3 10.0%	3 11.5%	6 12.2%	4 15.4%	3 9.7%	1 6.7%	5 14.7%	1 4.8%	8 9.8%	10 16.9%	2 6.1%
3=	12 21.8% d	7 10.8%	3 10.0%	1 3.8% a	4 8.2%	3 11.5%	6 19.4%	4 26.7%	4 11.8%	2 9.5%	14 17.1%	7 11.9%	2 6.1%
4=	7 12.7%	15 23.1%	3 10.0%	3 11.5%	8 16.3%	5 19.2%	6 19.4%	1 6.7%	5 14.7%	3 14.3%	15 18.3%	6 10.2%	6 18.2%
5=	6 10.9% Cd	8 12.3% Cd	11 36.7% AB	8 30.8% ab	5 10.2% F	4 15.4% f	5 16.1% f	4 26.7%	6 17.6% f	9 42.9% Abce	8 9.8% bC	15 25.4% a	10 30.3% A
6=	7 12.7%	8 12.3%	4 13.3%	3 11.5%	5 10.2%	5 19.2%	2 6.5%	1 6.7%	5 14.7%	4 19.0%	8 9.8%	8 13.6%	6 18.2%
7=Excellent	0 0.0% b	7 10.8% a	1 3.3%	1 3.8%	3 6.1%	0 0.0% e	1 3.2%	0 0.0%	5 14.7% b	0 0.0%	2 2.4%	4 6.8%	3 9.1%
Mean	3.0	3.8	3.9	3.6	3.1	3.5	3.2	3.2	4.1	4.3	3.0	3.8	4.4
SD	1.7 bc	2.0 a	1.8 a	2.0	2.0 ef	1.8	1.8 f	1.7 f	2.0 a	1.5 acd	1.8 bC	1.9 a	1.8 A

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For training people to perform social media activities?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communica-tions Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
1=Not at all	38 21.6%	4 26.7%	0 0.0% fghi	3 23.1%	1 25.0%	0 0.0%	4 50.0% bkM	8 36.4% b	8 32.0% b	1 33.3% b	4 15.4%	1 7.1% f	4 16.7%	0 0.0% f
2=	24 13.6%	0 0.0% bi	4 30.8% a	2 15.4%	0 0.0%	0 0.0%	2 25.0%	2 9.1%	5 20.0%	1 33.3% a	2 7.7%	3 21.4%	3 12.5%	0 0.0%
3=	24 13.6%	1 6.7%	2 15.4%	1 7.7%	0 0.0%	0 0.0%	1 12.5%	4 18.2%	4 16.0%	0 0.0%	5 19.2%	3 21.4%	2 8.3%	1 14.3%
4=	35 19.9%	2 13.3%	2 15.4%	2 15.4%	1 25.0%	0 0.0%	0 0.0%	4 18.2%	4 16.0%	1 33.3%	7 26.9%	3 21.4%	8 33.3%	1 14.3%
5=	33 18.8%	7 46.7% bfghjkl	1 7.7% aEM	3 23.1% m	2 50.0% g	2 100.0% BFGHJKL	0 0.0% aem	2 9.1% adEM	3 12.0% aEM	0 0.0%	4 15.4% aEM	1 7.1% aEM	3 12.5% aEM	5 71.4% BcfGHJKL
6=	15 8.5%	1 6.7%	2 15.4%	1 7.7%	0 0.0%	0 0.0%	1 12.5%	2 9.1%	0 0.0% k	0 0.0%	3 11.5%	3 21.4% h	2 8.3%	0 0.0%
7=Excellent	7 4.0%	0 0.0%	2 15.4%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 3.8%	0 0.0%	2 8.3%	0 0.0%
Mean	3.4	3.7	4.1	3.5	3.8	5.0	2.1	2.8	2.7	2.3	3.7	3.6	3.7	4.6
SD	1.8	1.8	1.9 fh	2.0	1.9	0.0	1.7 bjlM	1.7 m	1.7 bjM	1.5 m	1.7 fh	1.6	1.8 f	0.8 FgHi

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

Topic 5: Social Media

How well has your company developed strong knowledge and skills: For training people to perform social media activities?

Number Percent	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	15 27.3%	10 15.4%	5 16.7%	8 30.8%	19 38.8% bcef	3 11.5% a	4 12.9% a	4 26.7%	5 14.7% a	3 14.3% a	27 32.9% BC	7 11.9% A	2 6.1% A
2=	11 20.0%	9 13.8%	2 6.7%	2 7.7%	7 14.3%	6 23.1% f	5 16.1%	2 13.3%	4 11.8%	0 0.0% b	9 11.0%	12 20.3%	3 9.1%
3=	9 16.4%	8 12.3%	4 13.3%	3 11.5%	4 8.2%	6 23.1%	4 12.9%	2 13.3%	4 11.8%	4 19.0%	10 12.2%	11 18.6%	3 9.1%
4=	10 18.2%	15 23.1%	7 23.3%	3 11.5%	9 18.4%	3 11.5%	10 32.3%	3 20.0%	7 20.6%	3 14.3%	18 22.0%	10 16.9%	7 21.2%
5=	5 9.1% cd	13 20.0%	8 26.7% a	7 26.9% a	3 6.1% beF	6 23.1% a	6 19.4%	3 20.0%	7 20.6% a	8 38.1% A	9 11.0% bc	15 25.4% a	9 27.3% a
6=	3 5.5%	6 9.2%	3 10.0%	3 11.5%	5 10.2%	1 3.8%	2 6.5%	1 6.7%	4 11.8%	2 9.5%	8 9.8%	2 3.4% c	5 15.2% b
7=Excellent	2 3.6%	4 6.2%	1 3.3%	0 0.0%	2 4.1%	1 3.8%	0 0.0%	0 0.0%	3 8.8%	1 4.8%	1 1.2% c	2 3.4%	4 12.1% a
Mean	2.9	3.7	3.8	3.3	2.9	3.4	3.5	3.1	3.9	4.1	3.0	3.5	4.5
SD	1.7 bc	1.8 a	1.7 a	1.9	1.9 ef	1.6	1.5	1.7	1.9 a	1.7 a	1.8 C	1.6 C	1.7 AB

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

Topic 5: Social Media

Check all the approaches your company is using to learn how to acquire, engage, and retain customers online (in social media or in digital marketing more generally).

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Online customer surveys	103 40.1%	9 39.1%	9 56.3% j	8 50.0%	5 55.6%	2 50.0%	6 75.0% hjl	12 40.0%	13 35.1% fm	2 50.0%	11 27.5% bfm	8 40.0%	12 28.6% fm	6 75.0% hjl
Online customer Observations	66 25.7%	7 30.4%	4 25.0%	6 37.5%	1 11.1%	1 25.0%	2 25.0%	7 23.3%	10 27.0%	0 0.0%	11 27.5%	5 25.0%	8 19.0%	4 50.0%
Informal online interactions with customers	63 24.5%	4 17.4%	7 43.8%	5 31.3%	3 33.3%	0 0.0%	1 12.5%	7 23.3%	7 18.9%	0 0.0%	11 27.5%	7 35.0%	9 21.4%	2 25.0%
Offline informal interactions with customers	60 23.3%	9 39.1% Hl	6 37.5% h	2 12.5% f	2 22.2%	1 25.0%	5 62.5% cgHjKL	7 23.3% f	3 8.1% AbFim	2 50.0% h	9 22.5% f	4 20.0% f	7 16.7% aF	3 37.5% h
Offline customer surveys	59 23.0%	4 17.4% fm	3 18.8% fm	6 37.5% l	3 33.3%	2 50.0% l	5 62.5% abgHjKL	7 23.3% fm	6 16.2% FM	2 50.0% l	8 20.0% fm	3 15.0% fm	5 11.9% ceFiM	5 62.5% abgHjKL
Online customer experiments	49 19.1%	4 17.4%	4 25.0%	4 25.0%	2 22.2%	1 25.0%	1 12.5%	3 10.0% km	4 10.8% km	0 0.0%	6 15.0% km	8 40.0% ghj	8 19.0%	4 50.0% ghj
Offline customer observations	47 18.3%	6 26.1%	2 12.5% f	2 12.5% f	3 33.3%	1 25.0%	5 62.5% bcgHjKL	6 20.0% f	4 10.8% F	1 25.0%	7 17.5% f	3 15.0% f	4 9.5% Fm	3 37.5% l
My company is not using any digital tools for learning at this time	36 14.0%	3 13.0%	2 12.5%	2 12.5%	0 0.0%	0 0.0%	1 12.5%	6 20.0%	9 24.3%	0 0.0%	6 15.0%	1 5.0%	6 14.3%	0 0.0%
Offline customer experiments	26 10.1%	3 13.0%	1 6.3%	1 6.3%	2 22.2% h	1 25.0%	2 25.0% h	3 10.0%	1 2.7% dfk	1 25.0%	3 7.5%	4 20.0% h	3 7.1%	1 12.5%
Studying words or pictures used online by customers	16 6.2%	0 0.0% i	2 12.5%	2 12.5%	1 11.1%	0 0.0%	0 0.0%	1 3.3%	1 2.7%	1 25.0% a	4 10.0%	2 10.0%	2 4.8%	0 0.0%

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

Topic 5: Social Media

Check all the approaches your company is using to learn how to acquire, engage, and retain customers online (in social media or in digital marketing more generally).

	Primary Economic Sector					Total	Sales Revenue						Total	Internet Sales %			
	B2B Product		B2C Services		Total		<\$25 million		\$26-99 million		\$100-999 million			Total	0%	1-10%	>10%
	A	B	C	D			A	B	C	D	E	F			A	B	C
Online customer Surveys	103 40.23%	27 32.50%	39 40.20%	19 52.80%	18 45.00%	103 40.23%	17 23.90%	18 50.00%	16 32.00%	10 45.50%	27 56.30%	15 51.70%	103 50.74%	42 47.20%	39 58.20%	22 46.80%	
Online customer observations	66 25.78%	18 21.70%	24 24.70%	12 33.30%	12 30.00%	66 25.78%	12 16.90%	9 25.00%	11 22.00%	5 22.70%	18 37.50%	11 37.90%	66 32.51%	24 27.00%	24 35.80%	18 38.30%	
Informal online interactions with customers	63 24.61%	16 19.30%	24 24.70%	13 36.10%	10 25.00%	63 24.61%	19 26.80%	7 19.40%	13 26.00%	2 9.10%	13 27.10%	9 31.00%	63 31.03%	24 27.00%	27 40.30%	12 25.50%	
Offline informal interactions with customers	60 23.44%	15 18.10%	28 28.90%	7 19.40%	10 25.00%	60 23.44%	14 19.70%	8 22.20%	10 20.00%	6 27.30%	12 25.00%	10 34.50%	60 29.56%	30 33.70%	17 25.40%	13 27.70%	
Offline customer surveys	59 23.05%	13 15.70%	20 20.60%	14 38.90%	12 30.00%	59 23.05%	3 4.20%	11 30.60%	11 22.00%	7 31.80%	17 35.40%	10 34.50%	59 29.06%	27 30.30%	18 26.90%	14 29.80%	
Online customer experiments	49 19.14%	10 12.00%	18 18.60%	14 38.90%	7 17.50%	49 19.14%	8 11.30%	8 22.20%	10 20.00%	2 9.10%	14 29.20%	7 24.10%	49 24.14%	14 15.70%	22 32.80%	13 27.70%	
Offline customer observations	47 18.36%	13 15.70%	22 22.70%	4 11.10%	8 20.00%	47 18.36%	12 16.90%	7 19.40%	7 14.00%	4 18.20%	9 18.80%	8 27.60%	47 23.15%	22 24.70%	11 16.40%	14 29.80%	
My company is not using any digital tools for learning at this time	36 14.06%	17 20.50%	12 12.40%	3 8.30%	4 10.00%	36 14.06%	18 25.40%	5 13.90%	7 14.00%	3 13.60%	3 6.30%	0 0.00%	36 16.75%	25 28.10%	6 9.00%	3 6.40%	
Offline customer experiments	26 10.16%	4 4.80%	11 11.30%	7 19.40%	4 10.00%	26 10.16%	5 7.00%	3 8.30%	1 2.00%	2 9.10%	9 18.80%	6 20.70%	26 12.81%	13 14.60%	6 9.00%	7 14.90%	
Studying words or pictures used online by customers	16 6.25%	2 2.40%	9 9.30%	4 11.10%	1 2.50%	16 6.25%	5 7.00%	0 0.00%	3 6.00%	0 0.00%	4 8.30%	4 13.80%	16 7.88%	7 7.90%	6 9.00%	3 6.40%	

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 Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Number	150	9	11	11	5	2	6	19	23	3	22	14	21	4
Mean % change	6.6	6.7	3.8	10.2	6.0	0.0	1.3	5.6	4.5	3.3	6.4	6.2	13.5	1.5
SD	12.8	10.6	3.8	15.9	8.2	0.0	2.0	11.6	13.5	5.8	11.3	12.6	19.2	2.4

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

Topic 6: Marketing Jobs

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

N=257 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
Number	50	50	26	24	43	21	26	14	30	16	68	55	27
Mean % change	6.9	7.8	4.9	5.2	10.0	6.3	1.3	12.1	5.6	3.3	6.7	6.9	5.8
SD	14.4	13.0	13.2	7.3	16.4	11.7	7.9	19.2	7.2	5.2	14.6	11.7	9.7
					c		ade	c	c				

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 Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Percent change in outsourcing expected in the next year	151	9	12	11	5	2	6	19	23	3	22	14	21	4
	2.5	0.0	3.3	-0.5	7.0	2.5	-6.7	2.8	1.8	-1.7	3.1	4.1	5.7	1.3
	8.8	10.9	6.2	9.9	11.0	10.6	10.8	8.2	7.8	2.9	9.5	6.2	9.8	2.5
			f				bghjkl	f	f		f	f	f	

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 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 change in outsourcing expected in the next year	50	51	26	24	44	21	26	14	30	16	68	56	27
	2.8	2.3	2.3	2.5	3.0	2.7	2.4	4.4	3.2	-2.2	3.3	2.5	0.2
	9.3	10.3	6.5	6.3	9.0	11.9	5.1	5.8	9.6	8.2	9.4	8.8	6.6
					f		f	f		acd			

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

Topic 7: Marketing Organization

How many employees/marketing employees are in your company?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
How many employees does your firm have?	154 7410 19039	10 7926 23684	12 6760 21603	11 8128 20767	5 1375 2595	2 2600 2263	7 11504 19206	20 11937 27325	23 4424 12391	3 3067 2768	21 1356 1871	14 1676 1858	22 17517 27964	4 2925 2314
							j		l		fl	l	hjk	
How many marketing (non- sales) employees are in your firm?	149 255 966	9 9 13 Em	11 671 2150	11 258 746	5 10 8	2 554 631 AhK	7 242 524	20 180 478	23 78 214 e	2 15 14	20 214 857	14 27 54 E	21 687 1674	4 78 93 a

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

Topic 7: Marketing Organization

How many employees/marketing employees are in your company?

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
How many employees does your firm have?	51 10264 21705 b	53 2900 10762 a	25 8155 20109	25 10403 24535	43 53 61 BCDEF	22 152 155 ACDEF	27 1014 1142 ABDEF	14 2521 1552 ABCF	31 8471 11880 ABCF	17 47661 34148 ABCDE	69 5212 14958	57 8888 21157	28 9818 23221
How many marketing (non-sales) employees are in your firm?	50 327 1123	49 318 1182	26 197 540	24 37 65	42 5 10 deF	22 6 5 f	27 168 738 f	14 103 260 a	29 550 1388 a	15 1045 1939 Abc	66 159 585	56 401 1379	27 186 595

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.

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Sales and marketing work together on an equal level	109 70.3%	7 70.0%	10 76.9%	9 75.0%	3 60.0%	0 0.0%	3 50.0%	16 80.0%	18 78.3%	2 66.7%	12 54.5%	9 64.3%	17 81.0%	3 75.0%
We don't have a sales function	18 11.6%	0 0.0%	1 7.7%	0 0.0%	2 40.0%	1 50.0%	1 16.7%	2 10.0%	0 0.0%	0 0.0%	7 31.8%	4 28.6%	0 0.0%	0 0.0%
Sales is in charge of marketing	17 11.0%	1 10.0%	1 7.7%	1 8.3%	0 0.0%	0 0.0%	1 16.7%	2 10.0%	4 17.4%	1 33.3%	1 4.5%	0 0.0%	4 19.0%	1 25.0%
Sales is within the marketing function	10 6.5%	2 20.0%	1 7.7%	2 16.7%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	2 9.1%	1 7.1%	0 0.0%	0 0.0%
We have a sales function, but not a marketing function	1 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 7: Marketing Organization

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

Number Percent	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	40 80.0% b	32 60.4% a	20 74.1%	17 68.0%	26 59.1% F	15 71.4%	20 71.4%	8 57.1% f	23 76.7%	17 94.4% Ad	44 64.7% b	49 84.5% aC	16 55.2% B
We don't have a sales function	1 2.0% bcd	8 15.1% a	5 18.5% a	4 16.0% a	6 13.6%	2 9.5%	4 14.3%	3 21.4% f	3 10.0%	0 0.0% d	10 14.7% b	2 3.4% ac	6 20.7% b
Sales is in charge of marketing	7 14.0%	8 15.1%	1 3.7%	1 4.0%	6 13.6%	2 9.5%	2 7.1%	2 14.3%	4 13.3%	1 5.6%	11 16.2%	4 6.9%	2 6.9%
Sales is within the marketing function	2 4.0%	4 7.5%	1 3.7%	3 12.0%	6 13.6% e	2 9.5%	1 3.6%	1 7.1%	0 0.0% a	0 0.0%	2 2.9% c	3 5.2%	5 17.2% a
We have a sales function, but not a marketing function	0 0.0%	1 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	1 1.5%	0 0.0%	0 0.0%

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

Topic 7: Marketing Organization

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

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Product/service groups	108 70.6%	9 90.0% be	6 46.2% ah	9 75.0%	5 100.0% e	0 0.0% adghk	5 83.3%	15 75.0% e	17 81.0% be	1 33.3%	13 59.1%	11 78.6% e	14 66.7%	3 75.0%
Customer groups	45 29.4%	1 10.0% be	7 53.8% ah	3 25.0%	0 0.0% e	2 100.0% adghk	1 16.7%	5 25.0% e	4 19.0% be	2 66.7%	9 40.9%	3 21.4% e	7 33.3%	1 25.0%

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

Topic 7: Marketing Organization

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

Number Percent	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
Product/service groups	35 72.9%	29 54.7% cD	22 81.5% b	22 88.0% B	28 63.6% c	13 65.0%	24 85.7% ad	7 50.0% c	21 72.4%	15 83.3%	48 71.6%	40 70.2%	20 69.0%
Customer groups	13 27.1%	24 45.3% cD	5 18.5% b	3 12.0% B	16 36.4% c	7 35.0%	4 14.3% ad	7 50.0% c	8 27.6%	3 16.7%	19 28.4%	17 29.8%	9 31.0%

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?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Advertising	129 82.7%	9 90.0%	10 76.9%	11 91.7%	4 80.0%	2 100.0%	5 71.4%	18 90.0%	19 82.6%	2 66.7%	15 68.2%	13 92.9%	17 81.0%	4 100.0%
Brand	128 82.1%	9 90.0%	9 69.2% c	12 100.0% be	5 100.0%	1 50.0% c	5 71.4%	16 80.0%	19 82.6%	2 66.7%	16 72.7%	11 78.6%	19 90.5%	4 100.0%
Positioning	125 80.1%	7 70.0%	10 76.9%	11 91.7%	5 100.0%	1 50.0%	5 71.4%	16 80.0%	19 82.6%	2 66.7%	16 72.7%	11 78.6%	18 85.7%	4 100.0%
Social media	124 79.5%	8 80.0% f	10 76.9% f	11 91.7% F	5 100.0% f	2 100.0%	1 14.3% abCdghJKL m	14 70.0% f	17 73.9% F	2 66.7%	18 81.8% F	13 92.9% F	19 90.5% F	4 100.0% f
Promotion	119 76.3%	6 60.0%	10 76.9%	8 66.7%	5 100.0%	2 100.0%	5 71.4%	16 80.0%	19 82.6% j	2 66.7%	12 54.5% hkl	13 92.9% j	18 85.7% j	3 75.0%
Marketing analytics	117 75.0%	6 60.0%	9 69.2%	10 83.3% e	4 80.0%	0 0.0% cghjL	4 57.1%	15 75.0% e	19 82.6% e	2 66.7%	16 72.7% e	10 71.4%	19 90.5% E	3 75.0%
Marketing research	110 70.5%	7 70.0%	9 69.2%	11 91.7% fj	4 80.0%	1 50.0%	3 42.9% c	15 75.0%	17 73.9%	3 100.0%	12 54.5% c	8 57.1%	17 81.0%	3 75.0%
Public relations	100 64.1%	7 70.0%	8 61.5%	7 58.3%	4 80.0%	1 50.0%	6 85.7%	11 55.0%	14 60.9%	2 66.7%	15 68.2%	9 64.3%	13 61.9%	3 75.0%
Market entry strategies	87 55.8%	4 40.0%	5 38.5%	7 58.3%	3 60.0%	2 100.0%	4 57.1%	13 65.0%	14 60.9%	2 66.7%	10 45.5%	7 50.0%	15 71.4%	1 25.0%
Lead generation	87 55.8%	5 50.0%	9 69.2% cfK	2 16.7% begHijL	3 60.0%	2 100.0% ck	1 14.3% bHijL	11 55.0% ck	17 73.9% CFK	3 100.0% cfK	13 59.1% cfk	2 14.3% BegHijL	17 81.0% CFK	2 50.0%
Competitive intelligence	86 55.1%	4 40.0%	8 61.5%	8 66.7%	3 60.0%	1 50.0%	5 71.4%	9 45.0%	14 60.9%	3 100.0%	10 45.5%	7 50.0%	10 47.6%	4 100.0%

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Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Customer relationship management	61 39.1%	1 10.0% dgK	5 38.5%	5 41.7%	4 80.0% afl	1 50.0%	1 14.3% dk	10 50.0% al	9 39.1%	1 33.3%	8 36.4% k	10 71.4% AflL	4 19.0% dgK	2 50.0%
New products	59 37.8%	4 40.0%	3 23.1% c	9 75.0% biJlm	1 20.0%	0 0.0%	3 42.9%	10 50.0%	10 43.5%	0 0.0% c	5 22.7% C	7 50.0%	7 33.3% c	0 0.0% c
Sales	50 32.1%	6 60.0% egl	3 23.1%	2 16.7% ak	2 40.0%	1 50.0%	2 28.6%	4 20.0% ak	8 34.8%	2 66.7%	7 31.8%	8 57.1% egl	4 19.0% ak	1 25.0%
Pricing	48 30.8%	2 20.0%	2 15.4% k	5 41.7% j	2 40.0%	1 50.0%	2 28.6%	5 25.0%	11 47.8% J	0 0.0%	2 9.1% cHK	8 57.1% bJ	7 33.3%	1 25.0%
Market selection	47 30.1%	3 30.0%	2 15.4% h	3 25.0%	1 20.0%	1 50.0%	1 14.3%	5 25.0%	12 52.2% b	2 66.7%	7 31.8%	3 21.4%	7 33.3%	0 0.0%
Innovation	36 23.1%	2 20.0% C	1 7.7% C	10 83.3% ABdeFGHiJKL	1 20.0% c	0 0.0% c	0 0.0% C	5 25.0% C	6 26.1% C	0 0.0% c	4 18.2% C	3 21.4% C	2 9.5% C	2 50.0%
Customer service	31 19.9%	0 0.0% d	1 7.7% d	3 25.0% l	3 60.0% abl	0 0.0%	0 0.0% d	5 25.0% l	7 30.4% L	0 0.0%	7 31.8% L	4 28.6% l	0 0.0% cDgHJkm	1 25.0% l
Distribution	19 12.2%	3 30.0% bjk	0 0.0% aeh	0 0.0% eh	0 0.0%	1 50.0% bcJk	1 14.3%	3 15.0%	7 30.4% bcJk	0 0.0%	0 0.0% aEHm	0 0.0% aeh	3 14.3%	1 25.0% j
Stock market performance	6 3.8%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	2 8.7%	0 0.0%	1 4.5%	0 0.0%	1 4.8%	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?

Number Percent	Total	Primary Economic Sector				Total	Sales Revenue						Total	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	129 10.64%	37 74.00%	44 81.50%	26 96.30%	22 88.00%	129 10.64%	33 75.00%	18 85.70%	25 89.30%	13 92.90%	25 80.60%	15 83.30%	129 10.64%	52 75.40%	50 86.20%	27 93.10%
		c		a					a					c		a
Brand	128 10.56%	40 80.00%	42 77.80%	25 92.60%	21 84.00%	128 10.56%	30 68.20%	19 90.50%	25 89.30%	12 85.70%	27 87.10%	15 83.30%	128 10.56%	53 76.80%	50 86.20%	25 86.20%
							c		a							
Positioning	125 10.31%	40 80.00%	45 83.30%	22 81.50%	18 72.00%	125 10.31%	31 70.50%	19 90.50%	21 75.00%	12 85.70%	27 87.10%	15 83.30%	125 10.31%	50 72.50%	53 91.40%	22 75.90%
														B	A	
Social media	124 10.23%	35 70.00%	45 83.30%	24 88.90%	20 80.00%	124 10.23%	29 65.90%	20 95.20%	25 89.30%	13 92.90%	24 77.40%	13 72.20%	124 10.23%	51 73.90%	49 84.50%	24 82.80%
							bc	a	a							
Promotion	119 9.82%	40 80.00%	38 70.40%	23 85.20%	18 72.00%	119 9.82%	30 68.20%	18 85.70%	23 82.10%	14 100.00%	26 83.90%	8 44.40%	119 9.82%	47 68.10%	48 82.80%	24 82.80%
							d	F	f	aF	F	BcDE				
Marketing analytics	117 9.65%	38 76.00%	41 75.90%	22 81.50%	16 64.00%	117 9.65%	27 61.40%	18 85.70%	23 82.10%	9 64.30%	25 80.60%	15 83.30%	117 9.65%	49 71.00%	46 79.30%	22 75.90%
Marketing research	110 9.08%	35 70.00%	35 64.80%	21 77.80%	19 76.00%	110 9.08%	25 56.80%	14 66.70%	23 82.10%	10 71.40%	21 67.70%	17 94.40%	110 9.08%	40 58.00%	45 77.60%	25 86.20%
							cF	f	a		f	Abe		bC	a	A
Public relations	100 8.25%	28 56.00%	41 75.90%	15 55.60%	16 64.00%	100 8.25%	25 56.80%	14 66.70%	22 78.60%	9 64.30%	21 67.70%	9 50.00%	100 8.25%	49 71.00%	33 56.90%	18 62.10%
		b	a						f			c				
Market entry strategies	87 7.18%	30 60.00%	32 59.30%	17 63.00%	8 32.00%	87 7.18%	22 50.00%	13 61.90%	15 53.60%	9 64.30%	21 67.70%	7 38.90%	87 7.18%	40 58.00%	32 55.20%	15 51.70%
		d	d	d	abc											
Lead generation	87 7.18%	34 68.00%	38 70.40%	7 25.90%	8 32.00%	87 7.18%	28 63.60%	15 71.40%	10 35.70%	7 50.00%	16 51.60%	11 61.10%	87 7.18%	41 59.40%	29 50.00%	17 58.60%
		CD	CD	AB	AB		c	c	ab							
Competitive intelligence	86 7.10%	33 66.00%	30 55.60%	10 37.00%	13 52.00%	86 7.10%	24 54.50%	11 52.40%	15 53.60%	8 57.10%	16 51.60%	12 66.70%	86 7.10%	40 58.00%	31 53.40%	15 51.70%

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?

Number Percent	Total		Primary Economic Sector				Total		Sales Revenue						Total		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 relation- ship management	61 17.09%	19 38.00%	19 35.20%	13 48.10%	10 40.00%	61 17.09%	19 43.20%	9 42.90%	12 42.90%	4 28.60%	12 38.70%	5 27.80%	61 17.09%	25 36.20%	27 46.60%	9 31.00%			
New products	59 16.53%	18 36.00%	14 25.90%	18 66.70%	9 36.00%	59 16.53%	13 29.50%	7 33.30%	10 35.70%	6 42.90%	13 41.90%	10 55.60%	59 16.53%	22 31.90%	26 44.80%	11 37.90%			
Sales	50 14.01%	16 32.00%	20 37.00%	6 22.20%	8 32.00%	50 14.01%	18 40.90%	7 33.30%	8 28.60%	4 28.60%	10 32.30%	3 16.70%	50 14.01%	25 36.20%	14 24.10%	11 37.90%			
Pricing	48 13.45%	21 42.00%	11 20.40%	11 40.70%	5 20.00%	48 13.45%	16 36.40%	8 38.10%	10 35.70%	5 35.70%	6 19.40%	3 16.70%	48 13.45%	19 27.50%	19 32.80%	10 34.50%			
Market selection	47 13.17%	20 40.00%	17 31.50%	8 29.60%	2 8.00%	47 13.17%	13 29.50%	7 33.30%	7 25.00%	3 21.40%	11 35.50%	6 33.30%	47 13.17%	22 31.90%	14 24.10%	11 37.90%			
Innovation	36 10.08%	8 16.00%	11 20.40%	13 48.10%	4 16.00%	36 10.08%	6 13.60%	4 19.00%	9 32.10%	2 14.30%	8 25.80%	7 38.90%	36 10.08%	17 24.60%	14 24.10%	5 17.20%			
Customer service	31 8.68%	11 22.00%	8 14.80%	8 29.60%	4 16.00%	31 8.68%	12 27.30%	6 28.60%	7 25.00%	0 0.00%	5 16.10%	1 5.60%	31 8.68%	15 21.70%	13 22.40%	3 10.30%			
Distribution	19 5.32%	12 24.00%	3 5.60%	2 7.40%	2 8.00%	19 5.32%	5 11.40%	3 14.30%	1 3.60%	2 14.30%	5 16.10%	3 16.70%	19 5.32%	7 10.10%	6 10.30%	6 20.70%			
Stock market performance	6 1.68%	5 10.00%	0 0.00%	0 0.00%	1 4.00%	6 1.68%	1 2.30%	1 4.80%	0 0.00%	2 14.30%	1 3.20%	1 5.60%	6 1.68%	4 5.80%	2 3.40%	0 0.00%			

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

Topic 8: Marketing Leadership

Number of reports

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
How many direct reports do you have?	154 6.8 9.8	10 4.0 4.1 e	12 5.5 3.1 e	12 6.0 4.1 e	5 4.4 1.7	2 15.5 13.4 abcHjk	8 11.4 10.8 hj	20 8.2 14.5	23 4.9 3.2 Ef	3 4.0 3.6	20 5.4 4.1 ef	14 6.3 4.1 e	21 9.5 18.8	4 10.8 14.3
How many indirect reports (dotted-line) reports do you have?	139 18.9 36.4	9 10.3 17.2	10 15.5 22.8	11 34.5 46.0 j	5 13.4 12.4	2 51.0 72.1 j	6 39.3 70.1	17 22.6 43.7	21 13.3 38.1	3 11.0 16.5	19 10.3 11.2 ce	14 25.1 40.5	19 17.4 39.6	3 4.0 6.1

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

Topic 8: Marketing Leadership

Number of reports

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
How many direct reports do you have?	50 7.5 12.8	52 5.5 5.5	27 7.8 6.3	25 7.0 13.1	43 3.2 2.8 bCDeF	22 5.0 3.6 a	28 7.3 6.6 A	14 7.8 6.6 A	30 9.4 15.4 a	17 12.1 16.4 A	68 6.0 9.0	56 7.9 11.6	30 6.6 8.0
How many indirect reports (dotted-line) reports do you have?	44 18.6 44.2	48 13.3 21.9 c	24 27.7 38.4 b	23 21.8 41.8	38 6.3 9.5 cDEF	22 7.3 8.5 eF	25 17.8 32.9 af	12 31.8 56.5 A	27 24.7 39.9 Ab	15 48.5 59.8 ABc	61 17.8 38.7	51 19.4 36.6	27 20.1 31.3

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 Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
In your current role?	156	10	12	12	5	2	8	20	23	3	21	14	22	4
	5.8	6.1	5.9	2.6	7.8	2.0	1.8	4.9	7.3	6.3	7.9	8.3	4.5	4.3
	4.7	3.9	5.8	1.6	5.1	0.0	1.5	3.7	5.2	2.3	6.4	4.8	3.4	0.5
		cf		aDgHIJK	CF		aDgHljkLm	cfk	CFI	CF	Cfl	CFgL	fhjK	f
In any role?	144	10	10	11	5	2	8	16	21	3	19	14	22	3
	10.8	13.4	11.3	10.3	8.2	15.0	6.0	6.6	14.7	20.3	10.9	10.1	9.9	9.3
	8.2	7.6	10.9	8.6	5.8	18.4	5.6	4.5	8.1	8.1	8.9	7.1	8.2	9.2
		fG			i		aHI	AHI	FG	dFGkl		i		i

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 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?	51 6.2 4.8	53 5.9 5.0	27 4.9 4.1	25 5.9 4.8	43 6.6 5.3	22 7.9 5.2 ef	28 5.6 4.4	14 4.8 4.9	31 4.7 3.7 b	18 4.4 4.1 b	69 6.0 5.2	57 5.6 4.2	30 5.8 4.8
In any role?	49 12.2 8.3	48 9.8 8.0	24 9.8 7.7	23 10.7 9.0	36 8.3 7.4 F	22 11.1 7.8	25 10.2 8.0 f	14 13.0 9.5	30 10.0 8.2 f	17 15.7 8.2 Ace	62 10.5 8.4	53 11.7 8.2	29 9.6 7.9

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 on marketing analytics?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufac- turing	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
...do you currently spend on marketing analytics?	170	14	12	12	5	2	8	21	24	3	25	14	24	6
	6.7	6.1	8.4	7.2	5.0	7.0	10.4	6.5	4.7	6.7	5.6	5.1	8.8	9.2
	6.8	7.0	6.3	7.2	3.1	4.2	9.7	6.8	7.1	7.4	5.6	5.5	7.5	7.4
...will you spend on marketing analytics in the next three years?	169	13	12	12	5	2	8	21	24	3	25	14	24	6
	11.1	11.0	15.3	10.8	8.4	10.0	16.8	9.7	9.2	8.3	9.1	10.3	13.2	13.7
	9.9	9.5	13.0	9.8	7.1	7.1	14.3	9.1	10.0	10.2	7.1	9.9	10.2	12.5
							j				f			

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 on marketing analytics?

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
...do you currently spend on marketing analytics?	53 6.1 7.1	61 7.8 7.4	29 7.0 5.7	27 5.1 5.4	47 5.2 6.9 EF	26 4.9 4.7 EF	29 4.1 5.3 EF	15 5.7 6.0 ef	33 10.0 6.6 ABCd	20 11.7 7.6 ABCd	80 6.0 6.8	58 6.9 6.8	32 8.1 6.4
...will you spend on marketing analytics in the next three years?	53 11.0 10.5	60 12.0 10.3	29 10.7 8.3	27 9.5 9.5	47 10.0 10.6 f	25 8.5 8.3 ef	29 8.4 7.4 EF	15 9.1 7.5 f	33 14.7 10.8 bC	20 15.9 10.7 abCd	80 9.0 9.1 b	57 12.9 10.8 a	32 12.8 9.5

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

Topic 9: Marketing Analytics

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Percent of projects	167	14	12	12	5	2	8	21	24	3	24	14	23	5
	31.0	24.9	39.3	43.4	50.2	70.0	36.3	35.6	20.4	36.7	25.0	36.4	25.0	25.0
	31.4	29.6	37.8	32.0	38.0	28.3	34.3	32.3	25.7	32.1	31.2	36.5	25.6	32.2
				h	h	hl			cde				e	

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 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	52	60	29	26	47	25	29	14	32	20	79	56	32
	22.8	29.6	45.6	34.5	24.1	27.1	21.7	37.9	39.5	47.3	27.7	27.2	46.0
	27.5	31.6	30.8	34.1	31.1	31.6	28.9	28.4	29.3	33.5	31.3	27.0	35.0
	C	c	Ab		eF	f	eF		ac	AbC	C	C	AB

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

Topic 9: Marketing Analytics

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

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
1=Not At All	34 20.0%	4 28.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 37.5%	2 9.5%	11 45.8%	1 33.3%	5 20.0%	3 21.4%	3 12.5%	2 40.0%
2=	16 9.4%	1 7.1%	1 7.7%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	4 19.0%	2 8.3%	0 0.0%	4 16.0%	1 7.1%	1 4.2%	0 0.0%
3=	22 12.9%	1 7.1%	1 7.7%	2 16.7%	1 20.0%	0 0.0%	1 12.5%	1 4.8%	4 16.7%	0 0.0%	4 16.0%	1 7.1%	6 25.0%	0 0.0%
4=	29 17.1%	2 14.3%	2 15.4%	2 16.7%	1 20.0%	1 50.0%	1 12.5%	3 14.3%	3 12.5%	1 33.3%	3 12.0%	3 21.4%	6 25.0%	1 20.0%
5=	40 23.5%	4 28.6%	4 30.8%	3 25.0%	1 20.0%	0 0.0%	3 37.5%	7 33.3%	2 8.3%	1 33.3%	5 20.0%	3 21.4%	6 25.0%	1 20.0%
6=	20 11.8%	2 14.3%	3 23.1%	3 25.0%	2 40.0%	0 0.0%	0 0.0%	3 14.3%	2 8.3%	0 0.0%	2 8.0%	1 7.1%	1 4.2%	1 20.0%
7=Very Highly	9 5.3%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	2 8.0%	2 14.3%	1 4.2%	0 0.0%
Mean	3.7	3.5	5.0	4.3	4.8	5.5	3.1	4.0	2.5	3.3	3.5	3.9	3.8	3.4
SD	1.9	2.0	1.5	1.5	1.3	2.1	1.9	1.8	1.7	2.1	1.9	2.1	1.5	2.3
		b	afHjl	H	h	h	b	H	BCdeGkl		b	h	bh	

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

Topic 9: Marketing Analytics

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

Number Percent	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	18 33.3%	13 21.7%	0 0.0%	3 11.1%	15 31.9%	8 30.8%	7 25.0%	1 6.7%	2 6.1%	1 4.8%	23 28.8%	7 11.9%	4 12.9%
2=	4 7.4%	4 6.7%	2 6.9%	6 22.2%	5 10.6%	2 7.7%	4 14.3%	1 6.7%	2 6.1%	2 9.5%	7 8.8%	8 13.6%	1 3.2%
3=	11 20.4%	7 11.7%	3 10.3%	1 3.7%	2 4.3%	5 19.2%	3 10.7%	5 33.3%	5 15.2%	2 9.5%	8 10.0%	13 22.0%	1 3.2%
4=	8 14.8%	7 11.7%	8 27.6%	6 22.2%	8 17.0%	2 7.7%	6 21.4%	3 20.0%	7 21.2%	3 14.3%	13 16.3%	10 16.9%	6 19.4%
5=	9 16.7%	18 30.0%	8 27.6%	5 18.5%	11 23.4%	6 23.1%	4 14.3%	2 13.3%	10 30.3%	7 33.3%	18 22.5%	14 23.7%	8 25.8%
6=	4 7.4%	6 10.0%	6 20.7%	4 14.8%	3 6.4%	3 11.5%	2 7.1%	2 13.3%	5 15.2%	5 23.8%	8 10.0%	5 8.5%	7 22.6%
7=Very Highly	0 0.0%	5 8.3%	2 6.9%	2 7.4%	3 6.4%	0 0.0%	2 7.1%	1 6.7%	2 6.1%	1 4.8%	3 3.8%	2 3.4%	4 12.9%
Mean	3.0	3.9	4.7	3.9	3.3	3.2	3.4	3.9	4.3	4.5	3.4	3.7	4.6
SD	1.7 bCd	2.0 ac	1.3 Ab	1.9 a	2.0 ef	1.9 ef	1.9 ef	1.6	1.5 abc	1.6 abc	1.9 C	1.6 c	1.8 Ab

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

Topic 9: Marketing Analytics

Check all of the areas in which your company is using marketing analytics to drive decision making.

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manuf-uring H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Customer insight	98 38.1%	7 30.4% b	11 68.8% agHJl	9 56.3% hj	4 44.4%	1 25.0%	5 62.5% j	10 33.3% b	10 27.0% Bc	2 50.0%	8 20.0% Bcfkm	10 50.0% j	16 38.1% b	5 62.5% j
Customer acquisition	94 36.6%	9 39.1% h	9 56.3% H	6 37.5%	3 33.3%	2 50.0%	5 62.5% H	13 43.3% H	5 13.5% aBFGKlm	0 0.0%	12 30.0%	10 50.0% H	16 38.1% h	4 50.0% h
Digital marketing	87 33.9%	8 34.8%	6 37.5%	5 31.3%	5 55.6%	2 50.0%	3 37.5%	9 30.0%	10 27.0%	0 0.0%	10 25.0%	7 35.0%	18 42.9%	4 50.0%
Marketing mix	81 31.5%	7 30.4%	5 31.3%	7 43.8% hj	5 55.6% hj	2 50.0%	4 50.0% h	13 43.3% hj	6 16.2% cdfgm	0 0.0%	7 17.5% cdg	7 35.0%	14 33.3%	4 50.0% h
Customer retention	79 30.7%	7 30.4% b	11 68.8% acegHJl	5 31.3% b	3 33.3%	0 0.0% b	5 62.5% Hj	9 30.0% b	6 16.2% BFm	1 25.0%	7 17.5% Bf	8 40.0%	13 31.0% b	4 50.0% h
Social media	79 30.7%	6 26.1%	7 43.8%	4 25.0%	4 44.4%	1 25.0%	2 25.0%	9 30.0%	8 21.6%	0 0.0%	14 35.0%	9 45.0%	13 31.0%	2 25.0%
Promotion strategy	75 29.2%	7 30.4%	5 31.3%	8 50.0% J	5 55.6% J	2 50.0%	1 12.5%	7 23.3%	10 27.0%	0 0.0%	5 12.5% CDkl	8 40.0% j	15 35.7% j	2 25.0%
Segmentation	75 29.2%	6 26.1%	7 43.8% j	4 25.0%	1 11.1%	2 50.0%	4 50.0% j	9 30.0%	9 24.3%	0 0.0%	5 12.5% bfkLm	7 35.0% j	17 40.5% J	4 50.0% j
Sales strategy	68 26.5%	7 30.4%	4 25.0%	3 18.8% f	4 44.4%	1 25.0%	5 62.5% cghjl	7 23.3% f	7 18.9% f	2 50.0%	10 25.0% f	6 30.0%	8 19.0% f	4 50.0%
Branding	68 26.5%	6 26.1%	7 43.8%	6 37.5%	2 22.2%	0 0.0%	4 50.0%	9 30.0%	7 18.9%	0 0.0%	10 25.0%	5 25.0%	9 21.4%	3 37.5%

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

Topic 9: Marketing Analytics

Check all of the areas in which your company is using marketing analytics to drive decision making.

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manuf-uring H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Customer service	66 25.7%	6 26.1%	8 50.0% HjL	4 25.0%	3 33.3%	0 0.0%	4 50.0% hl	8 26.7%	5 13.5% Bfkm	1 25.0%	9 22.5% b	8 40.0% hl	6 14.3% Bfkm	4 50.0% hl
Pricing strategy	56 21.8%	5 21.7% j	7 43.8% hJl	7 43.8% hJl	3 33.3% j	2 50.0% J	4 50.0% hJl	5 16.7%	5 13.5% bcf	2 50.0% J	2 5.0% aBCdEFikM	5 25.0% j	6 14.3% bcf	3 37.5% J
New product or service development	52 20.2%	6 26.1% j	7 43.8% hJL	6 37.5% Jl	1 11.1%	1 25.0%	4 50.0% hJl	5 16.7%	5 13.5% bfm	2 50.0% Jl	2 5.0% aBCFIM	4 20.0%	5 11.9% Bcfim	4 50.0% hJl
Product or service strategy	52 20.2%	4 17.4%	4 25.0%	3 18.8%	2 22.2%	1 25.0%	3 37.5%	4 13.3%	6 16.2%	1 25.0%	9 22.5%	6 30.0%	6 14.3%	3 37.5%
Multichannel marketing	42 16.3%	3 13.0% f	3 18.8%	1 6.3% f	2 22.2%	1 25.0%	4 50.0% achjl	5 16.7%	5 13.5% f	0 0.0%	5 12.5% f	5 25.0%	6 14.3% f	2 25.0%
Recommendation engine	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Analytics

Check all of the areas in which your company is using marketing analytics to drive decision making.

Number Percent	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 insight	26 31.3% C	34 35.1% C	23 63.9% ABd	15 37.5% c	22 31.0% E	11 30.6% e	13 26.0% Ef	10 45.5%	27 56.3% AbC	15 51.7% c	39 43.8%	36 53.7%	23 48.9%
Customer acquisition	21 25.3% bC	39 40.2% a	18 50.0% A	16 40.0%	28 39.4%	10 27.8%	12 24.0% d	11 50.0% c	20 41.7%	13 44.8%	37 41.6%	34 50.7%	23 48.9%
Digital marketing	23 27.7% c	32 33.0%	17 47.2% a	15 37.5%	16 22.5% dEf	12 33.3%	10 20.0% dEf	11 50.0% ac	25 52.1% AC	13 44.8% ac	30 33.7%	33 49.3%	24 51.1%
Marketing mix	21 25.3% C	28 28.9% c	18 50.0% Ab	14 35.0%	18 25.4% ef	9 25.0% f	9 18.0% dEF	9 40.9% c	21 43.8% aC	15 51.7% abC	26 29.2% B	34 50.7% A	21 44.7%
Customer retention	24 28.9%	26 26.8%	14 38.9%	15 37.5%	16 22.5% EF	7 19.4% eF	12 24.0% ef	7 31.8%	22 45.8% Abc	15 51.7% ABc	29 32.6% b	34 50.7% a	16 34.0%
Social media	21 25.3%	29 29.9%	13 36.1%	16 40.0%	15 21.1% ef	14 38.9%	11 22.0%	8 36.4%	19 39.6% a	12 41.4% a	30 33.7%	29 43.3%	20 42.6%
Promotion strategy	25 30.1% C	18 18.6% C	20 55.6% ABd	12 30.0% c	11 15.5% bDeF	13 36.1% a	11 22.0% df	10 45.5% Ac	16 33.3% a	14 48.3% Ac	25 28.1%	29 43.3%	21 44.7%
Segmentation	25 30.1%	20 20.6% C	17 47.2% B	13 32.5%	13 18.3% dEF	7 19.4% ef	11 22.0% ef	9 40.9% a	22 45.8% Abc	13 44.8% Abc	26 29.2%	29 43.3%	20 42.6%
Sales strategy	17 20.5%	30 30.9%	12 33.3%	9 22.5%	19 26.8%	9 25.0%	6 12.0% dE	7 31.8% c	19 39.6% C	8 27.6%	33 37.1%	21 31.3%	14 29.8%
Branding	19 22.9% c	22 22.7% c	16 44.4% ab	11 27.5%	10 14.1% EF	10 27.8%	8 16.0% eF	6 27.3%	19 39.6% Ac	15 51.7% AC	31 34.8%	22 32.8%	15 31.9%

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Topic 9: Marketing Analytics

Check all of the areas in which your company is using marketing analytics to drive decision making.

Number Percent	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 service	18 21.7%	24 24.7%	13 36.1%	11 27.5%	11 15.5% ef	10 27.8%	12 24.0%	6 27.3%	16 33.3% a	11 37.9% a	28 31.5%	25 37.3%	13 27.7%
Pricing strategy	12 14.5% C	16 16.5% C	17 47.2% AB	11 27.5%	15 21.1% f	5 13.9% f	7 14.0% F	6 27.3%	11 22.9%	12 41.4% abC	24 27.0%	16 23.9%	16 34.0%
New product or service development	11 13.3% C	18 18.6% C	15 41.7% ABd	8 20.0% c	12 16.9% f	3 8.3% eF	8 16.0% f	3 13.6%	15 31.3% b	11 37.9% aBc	17 19.1%	20 29.9%	15 31.9%
Product or service strategy	10 12.0% C	20 20.6%	13 36.1% A	9 22.5%	12 16.9% f	4 11.1% f	8 16.0% f	4 18.2%	13 27.1%	11 37.9% abc	21 23.6%	14 20.9%	17 36.2%
Multichannel marketing	13 15.7%	14 14.4%	7 19.4%	8 20.0%	4 5.6% dEF	4 11.1% f	7 14.0% f	5 22.7% a	12 25.0% A	10 34.5% Abc	15 16.9%	14 20.9%	13 27.7%
Recommendation engine	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Analytics

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

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa-tion E	Energy F	Health-care Pharmac. G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
We prove the impact quantitatively	55 35.9%	2 22.2%	7 58.3%	4 33.3%	2 40.0%	2 100.0%	1 14.3%	6 31.6%	6 26.1%	0 0.0%	7 31.8%	8 57.1%	8 38.1%	2 50.0%
We have a good qualitative sense of the impact, but not a quantitative impact	70 45.8%	4 44.4%	3 25.0%	6 50.0%	3 60.0%	0 0.0%	3 42.9%	9 47.4%	10 43.5%	3 100.0%	13 59.1%	3 21.4%	11 52.4%	2 50.0%
We haven't been able to show the impact yet	28 18.3%	3 33.3%	2 16.7%	2 16.7%	0 0.0%	0 0.0%	3 42.9%	4 21.1%	7 30.4%	0 0.0%	2 9.1%	3 21.4%	2 9.5%	0 0.0%

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?

Number Percent	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	12 24.5% C	19 36.5% B	15 55.6% A	9 36.0% D	10 22.7% E	4 20.0% e	12 42.9% C	7 50.0% D	17 54.8% Ab	5 31.3% F	20 29.0% C	18 32.1% c	17 60.7% Ab
We have a good qualitative sense of the impact, but not a quantitative impact	22 44.9% A	28 53.8% B	9 33.3% C	11 44.0% D	23 52.3% A	10 50.0% B	12 42.9% C	6 42.9% D	12 38.7% E	7 43.8% F	35 50.7% A	26 46.4% B	9 32.1% C
We haven't been able to show the impact yet	15 30.6% B	5 9.6% A	3 11.1% C	5 20.0% D	11 25.0% E	6 30.0% e	4 14.3% C	1 7.1% D	2 6.5% ab	4 25.0% F	14 20.3% A	12 21.4% B	2 7.1% C

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?

Number Percent	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
We prove the impact quantitatively	45 29.4%	3 33.3%	4 33.3%	4 33.3%	1 20.0%	2 100.0% gh	1 14.3%	4 21.1% e	5 21.7% e	1 33.3%	8 36.4%	5 35.7%	6 28.6%	1 25.0%
We have a good qualitative sense of the impact, but not a quantitative impact	73 47.7%	3 33.3%	7 58.3%	5 41.7%	3 60.0%	0 0.0%	3 42.9%	13 68.4% k	10 43.5%	1 33.3%	10 45.5%	3 21.4% gl	12 57.1% k	3 75.0%
We haven't been able to show the impact yet	35 22.9%	3 33.3%	1 8.3%	3 25.0%	1 20.0%	0 0.0%	3 42.9%	2 10.5% k	8 34.8%	1 33.3%	4 18.2%	6 42.9% g	3 14.3%	0 0.0%

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?

N Percent	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	10 20.4%	19 35.8%	10 37.0%	6 25.0%	6 14.0% EF	1 5.0% cdEF	9 32.1% b	5 35.7% b	16 51.6% AB	8 47.1% AB	21 30.4%	15 26.8%	9 32.1%
We have a good qualitative sense of the impact, but not a quantitative impact	23 46.9%	27 50.9%	12 44.4%	11 45.8%	26 60.5% e	12 60.0%	13 46.4%	5 35.7%	10 32.3% a	7 41.2%	34 49.3%	24 42.9%	15 53.6%
We haven't been able to show the impact yet	16 32.7% b	7 13.2% a	5 18.5%	7 29.2%	11 25.6%	7 35.0%	6 21.4%	4 28.6%	5 16.1%	2 11.8%	14 20.3%	17 30.4%	4 14.3%

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