



# The **CMO** Survey

Predicting the future of markets, tracking marketing excellence,  
and improving the value of marketing since 2008

# Results by Firm & Industry Characteristics

August 2017

**Deloitte.**

**DUKE**  
THE FUQUA  
SCHOOL  
OF BUSINESS

**AM>**

AMERICAN MARKETING  
ASSOCIATION

[cmosurvey.org](http://cmosurvey.org)

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**Technical Note:** Statistical differences between responses associated with various firm and industry characteristics are denoted with letters under the numerical scores. To interpret, refer to the labeled columns. For example, columns A-N for industry sector or columns A-C for percent Internet sales. Columns that share the same lower case letter are significantly different at  $p < .05$ , while those that share the same upper case letter are significantly different at  $p < .01$ . Statistical differences are a function of both the mean and standard deviation.

## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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
3=More	113 34.7%	9 32.2%	8 30.8%	6 31.6%	1 12.5%	2 66.7%	5 38.4%	10 28.6%	17 41.5%	1 50.0%	18 30.5%	11 37.9%	19 37.2%	5 50.0%
2=No Change	144 44.2%	13 46.4%	11 42.3%	9 47.4%	3 37.5%	1 33.3%	4 30.8%	22 62.8%	18 43.9%	1 50.0%	27 45.8%	11 37.9%	21 41.2%	3 30.0%
1=Less	69 21.1%	6 21.4%	7 26.9%	4 21.0%	4 50.0%	0 0.0%	4 30.8%	3 8.6%	6 14.6%	0 0.0%	14 23.7%	7 24.2%	11 21.6%	2 20.0%
Mean	2.13	2.11	2.04	2.11	1.63 gh	2.67	2.08	2.20 d	2.27 d	2.50	2.07	2.14	2.16	2.30
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01										

## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	42 36.2%	35 31.8%	19 39.6%	17 33.3%	30 30.0%	25 43.1%	20 36.4%	9 36.0%	16 34.8%	12 30.8%	37 31.6%	47 38.8%	27 33.8%
2=No Change	50 43.1%	50 45.5%	20 41.7%	23 45.1%	53 53.0% E	25 43.1%	24 43.6%	8 32.0%	13 28.3% A	19 48.7%	57 48.7%	50 41.3%	36 45.0%
1=Less	24 20.7%	25 22.7%	9 18.8%	11 21.6%	17 17.0% E	8 13.8% E	11 20.0%	8 32.0%	17 37.0% AB	8 20.5%	23 19.7%	24 19.8%	17 21.3%
Mean	2.16	2.09	2.21	2.12	2.13	2.29 e	2.16	2.04	1.98 b	2.10	2.12	2.19	2.13

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	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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	
Optimism rating	326	28	26	19	8	3	12	36	41	2	59	29	51	10
	65.82	67.46	60.71	65.18	68.13	60.00	64.67	68.33	66.19	77.50	62.47	66.03	68.07	74.50
	14.98	14.32	15.45	12.73	14.62	10.00	13.96	14.59	15.34	3.54	17.65	13.43	13.49	12.57
			lm								m		b	bj

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Optimism rating	117 66.19 14.48	109 64.16 16.39	48 67.76 13.29	51 66.97 14.49	101 64.10 17.01	58 66.73 14.94	54 67.79 15.13	25 68.80 12.36	46 64.91 11.85	39 65.38 14.50	117 65.45 15.33	121 66.23 14.36

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



## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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
3=More	185 56.7%	20 71.4% Dk	14 53.8% d	12 63.2% d	1 12.5% Abcfghjl	2 66.7%	9 69.2% d	20 55.6% d	23 56.1% d	1 50.0%	32 54.2% d	12 42.9% a	32 62.7% d	6 60.0%
2=No Change	95 29.1%	6 21.4% d	7 26.9%	6 31.6%	5 62.5% ahj	1 33.3%	4 30.8%	12 33.3%	9 22.0% d	1 50.0%	15 25.4% d	8 28.6%	17 33.3%	3 30.0%
1=Less	46 14.1%	2 7.1% k	5 19.2% l	1 5.3%	2 25.0% l	0 0.0%	0 0.0% k	4 11.1%	9 22.0% L	0 0.0%	12 20.3% l	8 28.6% afL	2 3.9% bdHjK	1 10.0%
Mean	2.43	2.64 Dk	2.35	2.58 d	1.88 AcFgL	2.67	2.69 Dk	2.44 d	2.34	2.50	2.34	2.14 afL	2.59 DK	2.50

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

## Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	67 57.3%	65 59.1%	27 57.4%	26 51.0%	62 61.4%	34 58.6%	32 58.2%	12 48.0%	23 51.1%	19 48.7%	63 53.8%	67 55.8%	50 61.7%
2=No Change	35 29.9%	30 27.3%	14 29.8%	15 29.4%	26 25.7%	18 31.0%	15 27.3%	8 32.0%	13 28.9%	15 38.5%	35 29.9%	35 29.2%	22 27.2%
1=Less	15 12.8%	15 13.6%	6 12.8%	10 19.6%	13 12.9%	6 10.3%	8 14.5%	5 20.0%	9 20.0%	5 12.8%	19 16.2%	18 15.0%	9 11.1%
Mean	2.44	2.45	2.45	2.31	2.49	2.48	2.44	2.28	2.31	2.36	2.38	2.41	2.51

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.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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	
Optimism rating	326	28	26	19	8	3	12	36	41	2	59	29	51	10
	74.78	79.53	74.68	76.57	78.50	63.33	71.25	77.22	73.73	90.00	69.22	72.56	76.52	86.00
	16.31	13.15	15.16	15.31	15.10	15.28	15.54	15.20	17.01	0.00	18.34	18.11	15.34	10.75
		J	m			m	m	j	m		AglM	m	j	befhJk

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Optimism rating	117 75.79 15.76	109 73.49 17.03	48 75.34 16.58	51 74.82 16.12	101 73.90 16.77	58 76.73 14.45	54 74.38 17.50	25 73.20 14.50	46 73.53 16.72	39 76.46 17.40	117 74.53 17.46	121 73.08 16.21

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, where 1 is most important: Low price**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	48 16.6%	3 12.0%	4 20.0%	2 11.8%	1 14.3%	0 0.0%	5 38.5%	7 21.2%	10 25.0%	0 0.0%	3 5.8%	8 30.8%	4 9.1%	1 16.7%
							Jl	j	j		FghK	Jl	fk	
2=2nd Priority	32 11.1%	3 12.0%	0 0.0%	3 17.6%	1 14.3%	0 0.0%	2 15.4%	2 6.1%	7 17.5%	0 0.0%	5 9.6%	3 11.5%	5 11.4%	1 16.7%
3=3rd Priority	51 17.6%	6 24.0%	3 15.0%	3 17.6%	0 0.0%	0 0.0%	1 7.7%	6 18.2%	6 15.0%	1 50.0%	10 19.2%	7 26.9%	7 15.9%	1 16.7%
Mean	2.02	2.25	1.86	2.13	1.50	---	1.50 j	1.93	1.83 j	3.00	2.39 fh	1.94	2.19	2.00

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, where 1 is most important: Low price**

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	20 19.0%	13 13.4%	9 22.0%	6 13.3%	13 14.6%	4 7.5%	8 16.0%	5 23.8%	7 18.9%	10 27.8%	16 16.3%	24 21.4%	7 9.5%
						f				b		c	b
2=2nd Priority	13 12.4%	14 14.4%	4 9.8%	1 2.2%	8 9.0%	9 17.0%	9 18.0%	0 0.0%	2 5.4%	4 11.1%	8 8.2%	17 15.2%	7 9.5%
		d		b		d	d	bc					
3=3rd Priority	17 16.2%	19 19.6%	8 19.5%	7 15.6%	14 15.7%	11 20.8%	11 22.0%	5 23.8%	3 8.1%	6 16.7%	16 16.3%	21 18.8%	13 17.6%
Mean	1.94	2.13	1.95	2.07	2.03	2.29 e	2.11	2.00	1.67 b	1.80	2.00	1.95	2.22

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, where 1 is most important: Superior product quality**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care 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	79 27.3%	2 8.0%	9 45.0%	7 41.2%	1 14.3%	2 66.7%	1 7.7%	6 18.2%	15 37.5%	0 0.0%	12 23.1%	8 30.8%	13 29.5%	3 50.0%
		Bcehklm	Afg	af		af	bceh	b	af			a	a	a
2=2nd Priority	65 22.5%	4 16.0%	6 30.0%	3 17.6%	2 28.6%	1 33.3%	2 15.4%	9 27.3%	8 20.0%	0 0.0%	8 15.4%	5 19.2%	17 38.6%	0 0.0%
											l		j	
3=3rd Priority	48 16.6%	9 36.0%	0 0.0%	4 23.5%	2 28.6%	0 0.0%	3 23.1%	7 21.2%	7 17.5%	1 50.0%	8 15.4%	3 11.5%	3 6.8%	1 16.7%
		Bjkl	Acdfgl	b	b		b	b		Bl	a	a	Ai	
Mean	1.84	2.47	1.40	1.79	2.20	1.33	2.33	2.05	1.73	3.00	1.86	1.69	1.70	1.50
		BceHjKL	AdFG	a	b	a	Bl	B	A		a	A	Af	a
			m											

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, where 1 is most important: Superior product quality**

	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	30 28.6%	20 20.6%	16 39.0%	12 26.7%	30 33.7%	17 32.1%	12 24.0%	5 23.8%	9 24.3%	6 16.7%	20 20.4%	34 30.4%
2=2nd Priority	29 27.6%	18 18.6%	8 19.5%	10 22.2%	16 18.0%	13 24.5%	8 16.0%	5 23.8%	11 29.7%	11 30.6%	20 20.4%	25 22.3%	19 25.7%
3=3rd Priority	16 15.2%	14 14.4%	6 14.6%	12 26.7%	11 12.4%	12 22.6%	9 18.0%	3 14.3%	9 24.3%	4 11.1%	17 17.3%	17 15.2%	14 18.9%
Mean	1.81	1.88	1.67	2.00	1.67	1.88	1.90	1.85	2.00	1.90	1.95	1.78	1.85
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, where 1 is most important: Superior innovation**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	44 15.2%	4 16.0%	5 25.0%	3 17.6%	1 14.3%	0 0.0%	2 15.4%	8 24.2%	6 15.0%	0 0.0%	8 15.4%	3 11.5%	4 9.1%	0 0.0%
2=2nd Priority	35 12.1%	4 16.0%	4 20.0% h	4 23.5% h	0 0.0%	0 0.0%	1 7.7%	2 6.1%	1 2.5% bcl	0 0.0%	6 11.5%	3 11.5%	8 18.2% h	1 16.7%
3=3rd Priority	44 15.2%	3 12.0%	2 10.0%	3 17.6%	1 14.3%	0 0.0%	3 23.1%	4 12.1%	6 15.0%	0 0.0%	6 11.5%	3 11.5%	11 25.0%	2 33.3%
Mean	2.00	1.91	1.73 1	2.00	2.00	---	2.17	1.71 1	2.00	---	1.90	2.00	2.30 bg	2.67

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, where 1 is most important: Superior innovation**

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	17 16.2%	16 16.5%	7 17.1%	4 8.9%	15 16.9%	9 17.0%	2 4.0%	6 28.6%	6 16.2%	6 16.7%	16 16.3%	14 12.5%	13 17.6%
					c	c	abDf	C		c			
2=2nd Priority	14 13.3%	10 10.3%	7 17.1%	4 8.9%	15 16.9%	4 7.5%	5 10.0%	3 14.3%	3 8.1%	5 13.9%	12 12.2%	14 12.5%	9 12.2%
3=3rd Priority	19 18.1%	14 14.4%	5 12.2%	6 13.3%	10 11.2%	9 17.0%	11 22.0%	1 4.8%	5 13.5%	7 19.4%	18 18.4%	17 15.2%	8 10.8%
Mean	2.04	1.95	1.89	2.14	1.88 C	2.00	2.50 AD	1.50 C	1.93	2.06	2.04	2.07	1.83

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, where 1 is most important: Excellent service**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care 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	62 21.5%	7 28.0%	0 0.0%	3 17.6%	4 57.1%	0 0.0%	1 7.7%	7 21.2%	7 17.5%	1 50.0%	16 30.8%	5 19.2%	11 25.0%	0 0.0%
		b	aDgIJkl		Bfhm		d	b	d	B	B	b	b	d
2=2nd Priority	99 34.3%	6 24.0%	8 40.0%	5 29.4%	2 28.6%	1 33.3%	7 53.8%	14 42.4%	13 32.5%	1 50.0%	18 34.6%	10 38.5%	10 22.7%	4 66.7%
							l						fm	l
3=3rd Priority	58 20.1%	3 12.0%	5 25.0%	2 11.8%	1 14.3%	2 66.7%	1 7.7%	6 18.2%	8 20.0%	0 0.0%	13 25.0%	6 23.1%	10 22.7%	0 0.0%
		e		e		acf	e							
Mean	1.98	1.75	2.38	1.90	1.57	2.67	2.00	1.96	2.04	1.50	1.94	2.05	1.97	2.00
		b	adi		b					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, where 1 is most important: Excellent service**

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	16 15.2% D	23 23.7%	7 17.1%	16 35.6% A	14 15.7% c	14 26.4%	15 30.0% a	4 19.0%	8 21.6%	5 13.9%	21 21.4%	24 21.4%	17 23.0%
2=2nd Priority	33 31.4%	37 38.1%	13 31.7%	16 35.6%	29 32.6%	15 28.3%	20 40.0%	9 42.9%	13 35.1%	13 36.1%	33 33.7%	40 35.7%	23 31.1%
3=3rd Priority	22 21.0%	20 20.6%	9 22.0%	6 13.3%	28 31.5% bC	7 13.2% a	3 6.0% Ad	5 23.8% c	7 18.9%	7 19.4%	25 25.5%	19 17.0%	13 17.6%
Mean	2.08 d	1.96	2.07	1.74 a	2.20 bC	1.81 a	1.68 Af	2.06	1.96	2.08 c	2.05	1.94	1.92

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, where 1 is most important: Trusting relationship**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	56 19.4%	9 36.0% Hk	2 10.0%	2 11.8%	0 0.0%	1 33.3%	4 30.8%	5 15.2%	2 5.0% AfijLm	1 50.0%	13 25.0% h	2 7.7% a	12 27.3% H	2 33.3% h
2=2nd Priority	58 20.1%	8 32.0% l	2 10.0%	2 11.8%	2 28.6%	1 33.3%	1 7.7%	6 18.2%	11 27.5% l	1 50.0%	15 28.8% l	5 19.2%	4 9.1% ahj	0 0.0%
3=3rd Priority	88 30.4%	4 16.0% b	10 50.0% a	5 29.4%	3 42.9%	1 33.3%	5 38.5%	10 30.3%	13 32.5%	0 0.0%	15 28.8%	7 26.9%	13 29.5%	2 33.3%
Mean	2.16	1.76 BdHk	2.57 Aj	2.33	2.60 a	2.00	2.10	2.24	2.42 Aj	1.50	2.05 bh	2.36 a	2.03	2.00

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, where 1 is most important: Trusting relationship**

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	22 21.0% c	25 25.8% C	2 4.9% aB	7 15.6%	17 19.1%	9 17.0%	13 26.0%	1 4.8% d	7 18.9% c	9 25.0%	25 25.5% b	16 14.3% a	15 20.3%
2=2nd Priority	16 15.2% d	18 18.6%	9 22.0%	14 31.1% a	21 23.6%	12 22.6%	8 16.0%	4 19.0%	8 21.6%	3 8.3%	25 25.5% b	16 14.3% a	16 21.6%
3=3rd Priority	31 29.5%	30 30.9%	13 31.7%	14 31.1%	26 29.2%	14 26.4%	16 32.0%	7 33.3%	13 35.1%	12 33.3%	22 22.4%	38 33.9%	26 35.1%
Mean	2.13	2.07 c	2.46 b	2.20	2.14	2.14	2.08	2.50	2.21	2.13	1.96 b	2.31 a	2.19

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

## Topic 1: Marketplace Dynamics - Customers

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

	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 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	208 69.1%	20 80.0% d	12 60.0%	10 55.6% l	3 37.5% al	3 100.0%	9 69.2%	24 68.6%	30 73.2%	1 50.0%	36 67.9%	14 56.0% l	38 80.9% cdk	6 66.7%
0=No Change	64 21.3%	4 16.0%	3 15.0%	7 38.9% l	4 50.0% hl	0 0.0%	2 15.4%	9 25.7%	7 17.1% d	1 50.0%	11 20.8%	8 32.0%	7 14.9% cd	1 11.1%
-1=Decrease	29 9.6%	1 4.0% b	5 25.0% agl	1 5.6%	1 12.5%	0 0.0%	2 15.4%	2 5.7% b	4 9.8%	0 0.0%	6 11.3%	3 12.0%	2 4.3% b	2 22.2%
Mean	0.59	0.76 d	0.35 l	0.50	0.25 al	1.00	0.54	0.63	0.63	0.50	0.57	0.44 l	0.77 bdk	0.44

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

## Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	83 75.5% D	72 72.7% d	28 65.1% C	25 52.1% Ab	68 73.9% f	39 69.6% B	36 72.0% C	13 59.1% D	32 74.4% E	20 55.6% a	70 67.3% A	76 66.7% B	58 75.3% C
0=No Change	18 16.4% d	18 18.2% d	11 25.6% C	16 33.3% ab	18 19.6% A	12 21.4% B	10 20.0% C	5 22.7% D	7 16.3% E	10 27.8% F	25 24.0% A	24 21.1% B	13 16.9% C
-1=Decrease	9 8.2%	9 9.1%	4 9.3%	7 14.6%	6 6.5%	5 8.9%	4 8.0%	4 18.2%	4 9.3%	6 16.7%	9 8.7%	14 12.3%	6 7.8%
Mean	0.67 D	0.64 d	0.56 C	0.38 Ab	0.67 f	0.61 B	0.64 C	0.41 D	0.65 E	0.39 a	0.59 A	0.54 B	0.68 C

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



## Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care 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	92 30.8%	6 24.0% m	7 36.8%	6 35.3%	5 62.5% gk	0 0.0%	3 23.1%	6 17.6% dlM	12 29.3% m	1 50.0%	15 28.3% m	6 23.1% dm	18 38.3% g	6 66.7% aGhjk
0=No Change	139 46.5%	17 68.0% bfLM	7 36.8% a	8 47.1%	3 37.5%	3 100.0% flm	4 30.8% ae	20 58.8% lm	18 43.9%	1 50.0%	32 60.4% LM	11 42.3%	14 29.8% AegJ	1 11.1% AegJ
-1=Decrease	68 22.7%	2 8.0% Fkl	5 26.3%	3 17.6%	0 0.0% f	0 0.0%	6 46.2% AdJ	8 23.5%	11 26.8%	0 0.0%	6 11.3% Fkl	9 34.6% aj	15 31.9% aj	2 22.2%
Mean	0.08	0.16 d	0.11	0.18	0.63 afGhk	0.00	-0.23 d	-0.06 D	0.02 d	0.50	0.17	-0.12 d	0.06	0.44

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

## Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	34 31.5%	33 33.3%	11 25.0%	14 29.8%	23 25.3%	21 37.5%	15 30.6%	6 27.3%	13 30.2%	14 40.0%	33 31.7%	32 28.3%	25 32.5%
0=No Change	40 37.0%	46 46.5%	23 52.3%	29 61.7%	56 61.5%	22 39.3%	25 51.0%	8 36.4%	18 41.9%	8 22.9%	48 46.2%	48 42.5%	40 51.9%
	D			A	BdeF	A	f	a	a	Ac			
-1=Decrease	34 31.5%	20 20.2%	10 22.7%	4 8.5%	12 13.2%	13 23.2%	9 18.4%	8 36.4%	12 27.9%	13 37.1%	23 22.1%	33 29.2%	12 15.6%
	D			A	deF			a	a	A		c	b
Mean	0.00	0.13	0.02	0.21	0.12	0.14	0.12	-0.09	0.02	0.03	0.10	-0.01	0.17
Significance Tests Between Columns:	Lower case: p<.05				Upper case: p<.01								

## Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care 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	198 65.8%	19 76.0% C	16 80.0% C	6 33.3% ABeghL	4 50.0% L	3 100.0% c	6 46.2% L	23 65.7% cL	26 63.4% cL	1 50.0%	29 54.7% L	14 56.0% LCDFGHJK	43 91.5% m	6 66.7% 1
0=No Change	95 31.6%	6 24.0% C	3 15.0% CfABeghjLm	12 66.7% L	4 50.0% L	0 0.0% c	7 53.8% bL	12 34.3% cL	15 36.6% cL	1 50.0%	20 37.7% cL	10 40.0% LCDFGHJK	4 8.5% L	1 11.1% c
-1=Decrease	8 2.7%	0 0.0% m	1 5.0% m	0 0.0% m	0 0.0%	0 0.0%	0 0.0%	0 0.0% M	0 0.0% M	0 0.0%	4 7.5%	1 4.0%	0 0.0% M	2 22.2% acGHL
Mean	0.63	0.76 Cj	0.75 c	0.33 AbghL	0.50 L	1.00	0.46 L	0.66 cL	0.63 cL	0.50	0.47 aL	0.52 LCDFGHJK	0.91 M	0.44 L

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

## Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	80 72.7% cd	69 69.7% d	24 55.8% a	25 52.1% ab	53 57.6% b	43 76.8% ad	37 74.0%	11 50.0%	27 62.8%	25 69.4%	67 64.4%	70 61.4%	57 74.0%
0=No Change	29 26.4% cd	25 25.3% cd	19 44.2% ab	21 43.8% ab	36 39.1% b	13 23.2% a	12 24.0%	10 45.5%	15 34.9%	9 25.0%	33 31.7%	41 36.0%	19 24.7%
-1=Decrease	1 0.9%	5 5.1%	0 0.0%	2 4.2%	3 3.3%	0 0.0%	1 2.0%	1 4.5%	1 2.3%	2 5.6%	4 3.8%	3 2.6%	1 1.3%
Mean	0.72 D	0.65	0.56	0.48 A	0.54 b	0.77 ad	0.72	0.45 b	0.60	0.64	0.61	0.59	0.73

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

## Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
+1=Increase	151 50.0%	13 52.0%	9 45.0%	11 61.1%	4 50.0%	2 66.7%	7 53.8%	20 57.1%	16 39.0%	1 50.0%	25 47.2%	13 50.0%	22 46.8%	6 66.7%
0=No Change	132 43.7%	11 44.0%	10 50.0%	6 33.3%	3 37.5%	1 33.3%	5 38.5%	14 40.0%	23 56.1%	1 50.0%	25 47.2%	9 34.6%	22 46.8%	2 22.2%
-1=Decrease	19 6.3%	1 4.0%	1 5.0%	1 5.6%	1 12.5%	0 0.0%	1 7.7%	1 2.9%	2 4.9%	0 0.0%	3 5.7%	4 15.4%	3 6.4%	1 11.1%
Mean	0.44	0.48	0.40	0.56	0.38	0.67	0.46	0.54	0.34	0.50	0.42	0.35	0.40	0.56

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

## Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	49 44.5% d	47 47.5% d	23 52.3%	32 66.7% ab	50 54.3%	24 42.9%	26 52.0%	9 40.9%	22 51.2%	19 52.8%	56 53.3%	51 44.7%	42 54.5%
0=No Change	54 49.1% d	45 45.5% d	19 43.2%	13 27.1% ab	37 40.2%	27 48.2%	22 44.0%	11 50.0%	17 39.5%	16 44.4%	46 43.8%	52 45.6%	30 39.0%
-1=Decrease	7 6.4%	7 7.1%	2 4.5%	3 6.3%	5 5.4%	5 8.9%	2 4.0%	2 9.1%	4 9.3%	1 2.8%	3 2.9% b	11 9.6% a	5 6.5%
Mean	0.38 d	0.40	0.48	0.60 a	0.49	0.34	0.48	0.32	0.42	0.50	0.50	0.35	0.48

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

## Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care 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	137 45.7%	14 56.0%	10 50.0%	10 55.6%	3 37.5%	3 100.0%	3 23.1%	15 42.9%	16 39.0%	0 0.0%	21 40.4%	9 34.6%	26 56.5%	5 55.6%
0=No Change	125 41.7%	7 28.0%	8 40.0%	5 27.8%	4 50.0%	0 0.0%	5 38.5%	17 48.6%	18 43.9%	2 100.0%	28 53.8%	13 50.0%	16 34.8%	2 22.2%
-1=Decrease	38 12.7%	4 16.0%	2 10.0%	3 16.7%	1 12.5%	0 0.0%	5 38.5%	3 8.6%	7 17.1%	0 0.0%	3 5.8%	4 15.4%	4 8.7%	2 22.2%
Mean	0.33	0.40 f	0.40 f	0.39	0.25	1.00	-0.15 abgjL	0.34 f	0.22	0.00	0.35 f	0.19	0.48 F	0.33

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

## Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	46 42.2%	40 40.8%	25 56.8%	26 54.2%	48 52.7% F	29 52.7% F	23 46.0% f	10 45.5%	17 39.5%	8 22.2% ABc	43 41.3%	52 45.6%	41 53.9%
0=No Change	46 42.2%	44 44.9%	16 36.4%	18 37.5%	38 41.8%	20 36.4%	21 42.0%	7 31.8%	18 41.9%	20 55.6%	45 43.3%	51 44.7%	26 34.2%
-1=Decrease	17 15.6%	14 14.3%	3 6.8%	4 8.3%	5 5.5% deF	6 10.9%	6 12.0%	5 22.7% a	8 18.6% a	8 22.2% A	16 15.4%	11 9.6%	9 11.8%
Mean	0.27	0.27	0.50	0.46	0.47 eF	0.42 F	0.34 f	0.23	0.21 a	0.00 ABc	0.26	0.36	0.42

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



## Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care 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	213 70.8%	24 96.0%	15 75.0%	12 66.7%	5 62.5%	1 33.3%	8 61.5%	26 76.5%	27 65.9%	1 50.0%	31 58.5%	15 57.7%	38 80.9%	8 88.9%
		bcdEFgHiJ K	a	a	a	A	A	a	A	a	Al	Al	jk	
0=No Change	71 23.6%	1 4.0%	2 10.0%	5 27.8%	3 37.5%	2 66.7%	4 30.8%	7 20.6%	12 29.3%	1 50.0%	17 32.1%	9 34.6%	8 17.0%	0 0.0%
		cdEfhjK	e	a	a	AbIm	a		a	a	A	Am	e	ek
-1=Decrease	17 5.6%	0 0.0%	3 15.0%	1 5.6%	0 0.0%	0 0.0%	1 7.7%	1 2.9%	2 4.9%	0 0.0%	5 9.4%	2 7.7%	1 2.1%	1 11.1%
			l										b	
Mean	0.65	0.96	0.60	0.61	0.63	0.33	0.54	0.74	0.61	0.50	0.49	0.50	0.79	0.78
		bcdEFgHiJ K	a	a	a	A	A	a	A	a	Al	Al	jk	

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

## Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	79 71.8%	66 66.7%	30 68.2%	38 80.9%	68 74.7%	41 73.2%	37 74.0%	15 68.2%	29 67.4%	20 55.6%	77 73.3%	73 64.0%	60 78.9%
					f					a		c	b
0=No Change	28 25.5%	24 24.2%	12 27.3%	6 12.8%	16 17.6%	13 23.2%	10 20.0%	6 27.3%	12 27.9%	14 38.9%	21 20.0%	34 29.8%	13 17.1%
					f					a		c	b
-1=Decrease	3 2.7%	9 9.1%	2 4.5%	3 6.4%	7 7.7%	2 3.6%	3 6.0%	1 4.5%	2 4.7%	2 5.6%	7 6.7%	7 6.1%	3 3.9%
	b	a											
Mean	0.69	0.58	0.64	0.74	0.67	0.70	0.68	0.64	0.63	0.50	0.67	0.58	0.75
												c	b

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

## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months? Emergence of new domestic competitors**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
+1=Increase	130 43.0%	15 60.0% H	9 45.0%	10 55.6% h	5 62.5% h	0 0.0%	5 38.5%	17 48.6% h	10 24.4% Acgk	0 0.0%	22 41.5%	14 53.8% h	17 36.2%	4 44.4%
0=No Change	149 49.3%	8 32.0% hjl	11 55.0%	7 38.9%	2 25.0%	2 66.7%	6 46.2%	16 45.7%	24 58.5% a	2 100.0%	31 58.5% ak	9 34.6% j	27 57.4% a	4 44.4%
-1=Decrease	23 7.6%	2 8.0% j	0 0.0% e	1 5.6%	1 12.5% j	1 33.3% bJ	2 15.4% J	2 5.7%	7 17.1% J	0 0.0%	0 0.0% adEFHkm	3 11.5% j	3 6.4%	1 11.1% j
Mean	0.35	0.52 eH	0.45 eh	0.50 eh	0.50	-0.33 abcgj	0.23	0.43 eh	0.07 AbcgJk	0.00	0.42 eH	0.42 h	0.30	0.33

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

## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months? Emergence of new domestic competitors**

	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	37 33.6%	43 43.4%	23 52.3%	27 56.3%	37 40.2%	25 44.6%	27 54.0%	11 50.0%	17 39.5%	12 33.3%	44 41.9%	50 43.9%	34 44.2%
	cD		a	A									
0=No Change	60 54.5%	51 51.5%	19 43.2%	18 37.5%	51 55.4%	29 51.8%	20 40.0%	10 45.5%	17 39.5%	20 55.6%	52 49.5%	58 50.9%	36 46.8%
-1=Decrease	13 11.8%	5 5.1%	2 4.5%	3 6.3%	4 4.3%	2 3.6%	3 6.0%	1 4.5%	9 20.9%	4 11.1%	9 8.6%	6 5.3%	7 9.1%
					E	E	e		ABc				
Mean	0.22 cd	0.38	0.48 a	0.50 a	0.36	0.41	0.48 e	0.45	0.19 c	0.22	0.33	0.39	0.35

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

## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months? Emergence of new global competitors**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care 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	114 37.9%	6 24.0% f	7 35.0%	8 44.4%	3 37.5%	0 0.0% f	9 69.2% aeGjk	9 26.5% F	19 46.3%	1 50.0%	17 32.1% f	9 34.6% f	19 40.4%	5 55.6%
0=No Change	174 57.8%	17 68.0% F	13 65.0% F	9 50.0%	5 62.5% f	2 66.7%	2 15.4% ABdGJKl	25 73.5% Fh	19 46.3% gj	1 50.0%	36 67.9% Fh	16 61.5% F	25 53.2% f	4 44.4%
-1=Decrease	13 4.3%	2 8.0% j	0 0.0% e	1 5.6%	0 0.0%	1 33.3% bGJ	2 15.4% gJ	0 0.0% Ef	3 7.3% j	0 0.0%	0 0.0% aEFh	1 3.8%	3 6.4%	0 0.0%
Mean	0.34	0.16	0.35 e	0.39	0.38	-0.33 bgjm	0.54	0.26 e	0.39	0.50	0.32 e	0.31	0.34	0.56 e

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

## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months? Emergence of new global competitors**

	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	47 42.7% D	39 39.4% d	18 40.9% d	9 19.1% Abc	30 32.6%	25 44.6%	21 42.9%	7 31.8%	16 37.2%	14 38.9%	34 32.4%	48 42.5%	30 39.0%
0=No Change	58 52.7% D	56 56.6% d	24 54.5% d	36 76.6% Abc	58 63.0%	30 53.6%	25 51.0%	14 63.6%	24 55.8%	21 58.3%	64 61.0%	62 54.9%	44 57.1%
-1=Decrease	5 4.5%	4 4.0%	2 4.5%	2 4.3%	4 4.3%	1 1.8%	3 6.1%	1 4.5%	3 7.0%	1 2.8%	7 6.7%	3 2.7%	3 3.9%
Mean	0.38 d	0.35 d	0.36	0.15 ab	0.28	0.43	0.37	0.27	0.30	0.36	0.26	0.40	0.35

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

## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months? Intense rivalry for customers**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
+1=Increase	199 65.9%	20 80.0%	13 65.0%	14 77.8%	4 50.0%	1 33.3%	9 69.2%	21 60.0%	28 68.3%	2 100.0%	31 58.5%	19 73.1%	28 59.6%	7 77.8%
0=No Change	98 32.5%	5 20.0%	7 35.0%	3 16.7%	4 50.0%	2 66.7%	3 23.1%	14 40.0%	12 29.3%	0 0.0%	21 39.6%	7 26.9%	18 38.3%	2 22.2%
-1=Decrease	5 1.7%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	1 2.4%	0 0.0%	1 1.9%	0 0.0%	1 2.1%	0 0.0%
Mean	0.64	0.80	0.65	0.72	0.50	0.33	0.62	0.60	0.66	1.00	0.57	0.73	0.57	0.78
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01										

## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months? Intense rivalry for customers**

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	72 65.5%	66 66.7%	32 72.7%	29 60.4%	43 46.7% bCEF	37 66.1% ac	42 84.0% Ab	15 68.2%	32 74.4% A	28 77.8% A	70 66.7%	86 75.4% C	41 53.2% B
0=No Change	37 33.6%	30 30.3%	12 27.3%	18 37.5%	48 52.2% bCDEF	19 33.9% aC	6 12.0% AB	6 27.3% a	10 23.3% A	8 22.2% A	33 31.4%	27 23.7% C	34 44.2% B
-1=Decrease	1 0.9%	3 3.0%	0 0.0%	1 2.1%	1 1.1%	0 0.0%	2 4.0%	1 4.5%	1 2.3%	0 0.0%	2 1.9%	1 0.9%	2 2.6%
Mean	0.65	0.64	0.73	0.58	0.46 bCEF	0.66 a	0.80 A	0.64	0.72 A	0.78 A	0.65	0.75 C	0.51 B

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



## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months? Competitor innovation**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
+1=Increase	152 50.5%	20 80.0% BFGHJ	7 35.0% Am	11 61.1% f	5 62.5%	1 33.3%	3 23.1% Aclm	14 40.0% Am	15 36.6% Alm	1 50.0%	25 47.2% A	14 53.8%	28 60.9% fh	7 77.8% bfgH
0=No Change	144 47.8%	5 20.0% BFGHj	13 65.0% Alm	6 33.3% f	3 37.5%	1 33.3%	10 76.9% Aclm	21 60.0% Alm	25 61.0% Alm	1 50.0%	27 50.9% a	12 46.2%	17 37.0% bfgH	2 22.2% bfgH
-1=Decrease	5 1.7%	0 0.0% E	0 0.0% e	1 5.6%	0 0.0%	1 33.3% AbfGhJKl	0 0.0% e	0 0.0% E	1 2.4% e	0 0.0%	1 1.9% E	0 0.0% E	1 2.2% e	0 0.0%
Mean	0.49	0.80 BeFGHJk	0.35 Am	0.56	0.63	0.00 a	0.23 AlM	0.40 Am	0.34 Alm	0.50	0.45 A	0.54 a	0.59 fh	0.78 bFgh

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

## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months? Competitor innovation**

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	48 44.0%	48 48.5%	27 61.4%	29 60.4%	35 38.0% ce	30 53.6%	30 60.0%	11 50.0%	26 61.9% a	18 50.0%	51 48.6%	65 57.0%	33 42.9%
0=No Change	59 54.1%	49 49.5%	17 38.6%	18 37.5%	56 60.9% bcE	24 42.9% a	19 38.0% a	11 50.0%	15 35.7% A	18 50.0%	52 49.5%	47 41.2% c	43 55.8% b
-1=Decrease	2 1.8%	2 2.0%	0 0.0%	1 2.1%	1 1.1%	2 3.6%	1 2.0%	0 0.0%	1 2.4%	0 0.0%	2 1.9%	2 1.8%	1 1.3%
Mean	0.42 c	0.46	0.61 a	0.58	0.37 ce	0.50	0.58 a	0.50	0.60 a	0.50	0.47	0.55	0.42

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

## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months? Competitor price-cutting**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care 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	170 56.5%	11 44.0% lm	11 55.0%	13 72.2% eg	3 37.5% m	0 0.0% chlm	6 46.2%	14 40.0% chLm	26 63.4% eg	1 50.0%	27 50.9% m	16 61.5%	32 69.6% aeG	8 88.9% adegj
0=No Change	120 39.9%	12 48.0% c	9 45.0%	3 16.7% adEgj	5 62.5% clm	3 100.0% ChkLm	6 46.2%	19 54.3% clm	14 34.1% e	1 50.0%	26 49.1% clm	9 34.6% e	12 26.1% dEgj	1 11.1% degj
-1=Decrease	11 3.7%	2 8.0% j	0 0.0%	2 11.1% j	0 0.0%	0 0.0%	1 7.7% j	2 5.7%	1 2.4%	0 0.0%	0 0.0% acf	1 3.8%	2 4.3%	0 0.0%
Mean	0.53	0.36 m	0.55	0.61	0.38 m	0.00	0.38 m	0.34 hlm	0.61 g	0.50	0.51 m	0.58	0.65 g	0.89 adfgj

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

## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months? Competitor price-cutting**

	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	64 58.7%	61 61.6%	25 56.8%	20 41.7%	37 40.2%	33 58.9%	35 70.0%	14 63.6%	25 58.1%	26 74.3%	56 53.3%	73 64.6%	39 50.6%
		d		b	bCdF	a	A	a		A			
0=No Change	41 37.6%	35 35.4%	16 36.4%	27 56.3%	50 54.3%	23 41.1%	13 26.0%	7 31.8%	17 39.5%	7 20.0%	46 43.8%	35 31.0%	35 45.5%
	d	d		ab	CF	f	A			Ab		c	b
-1=Decrease	4 3.7%	3 3.0%	3 6.8%	1 2.1%	5 5.4%	0 0.0%	2 4.0%	1 4.5%	1 2.3%	2 5.7%	3 2.9%	5 4.4%	3 3.9%
Mean	0.55	0.59	0.50	0.40	0.35 bCeF	0.59 a	0.66 A	0.59	0.56 a	0.69 A	0.50	0.60	0.47

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

## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months? Cooperation on non-price strategies**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
+1=Increase	54 18.1%	4 16.0%	2 10.0%	3 16.7%	1 12.5%	1 33.3%	3 23.1%	8 23.5%	8 19.5%	1 50.0%	8 15.4%	2 8.0%	11 23.4%	2 22.2%
0=No Change	227 76.2%	20 80.0%	17 85.0%	13 72.2%	7 87.5%	2 66.7%	8 61.5%	25 73.5%	31 75.6%	1 50.0%	41 78.8%	21 84.0%	34 72.3%	6 66.7%
-1=Decrease	17 5.7%	1 4.0%	1 5.0%	2 11.1%	0 0.0%	0 0.0%	2 15.4%	1 2.9%	2 4.9%	0 0.0%	3 5.8%	2 8.0%	2 4.3%	1 11.1%
Mean	0.12	0.12	0.05	0.06	0.13	0.33	0.08	0.21	0.15	0.50	0.10	0.00	0.19	0.11
Significance Tests Between Columns:		Lower case: p<.05		Upper case: p<.01										

## Topic 1: Marketplace Dynamics - Competitors

**Focusing on this market, do you expect the following competitor activities for your firm to increase, decrease, or have no change in the next 12 months? Cooperation on non-price strategies**

	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	17 15.6%	21 21.4%	9 20.9%	7 14.9%	16 17.6%	12 21.4%	8 16.3%	6 27.3%	4 9.5%	7 20.0%	15 14.3%	23 20.2%	16 21.6%
0=No Change	86 78.9%	73 74.5%	30 69.8%	38 80.9%	71 78.0%	43 76.8%	39 79.6%	14 63.6%	32 76.2%	26 74.3%	83 79.0%	82 71.9%	57 77.0%
-1=Decrease	6 5.5%	4 4.1%	4 9.3%	2 4.3%	4 4.4% e	1 1.8% e	2 4.1%	2 9.1%	6 14.3% ab	2 5.7%	7 6.7%	9 7.9%	1 1.4%
Mean	0.10	0.17	0.12	0.11	0.13 e	0.20 e	0.12	0.18	-0.05 ab	0.14	0.08	0.12	0.20

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.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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
Existing products/ services in existing markets	179 53.24 26.28	18 61.11 24.71 b	11 35.91 26.06 aCjl	12 63.58 17.52 Bm	3 53.33 25.17	3 53.33 25.66	6 43.33 34.59	21 53.10 28.92	29 47.76 25.09	0 --- ---	32 56.06 24.08 b	13 53.69 34.66	24 58.54 24.65 b	6 37.50 25.45 c
New products/ services in existing markets	179 22.32 18.34	18 12.33 9.44 BefHlM	11 35.91 27.28 AhJ	12 21.42 18.79	3 23.33 5.77	3 28.33 5.77 a	6 26.67 24.22 a	21 22.43 20.61	29 22.59 11.54 Ab	0 --- ---	32 17.16 13.36 Bm	13 27.77 30.38	24 23.33 18.69 a	6 31.67 15.71 Aj
Existing products/ services in new markets	179 14.96 14.20	18 19.61 18.67	11 10.00 8.06	12 12.50 16.63	3 11.67 10.41	3 10.00 13.23	6 18.33 15.06	21 13.81 12.84	29 16.55 10.53	0 --- ---	32 18.16 18.15	13 13.46 13.13	24 11.38 12.66	6 13.33 9.83
New products/ services in new markets	179 9.49 11.38	18 6.94 9.26 hm	11 18.18 22.83 cl	12 2.50 3.21 bfgHjM	3 11.67 16.07	3 8.33 14.43	6 11.67 10.33 c	21 10.67 11.02 c	29 13.10 10.56 aCkl	0 --- ---	32 8.63 9.15 cm	13 5.08 6.40 hm	24 6.75 10.13 bhm	6 17.50 13.32 aCjkl

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/ services in existing markets	64 53.58 26.20	62 48.98 25.15	26 52.08 29.43	26 61.92 23.79	58 53.07 29.43	39 55.36 26.17	28 49.07 23.56	12 50.00 23.84	25 51.60 24.01	15 59.93 27.54	55 57.82 26.78	75 51.56 25.89	48 50.06 26.11
		d		b									
New products/ services in existing markets	64 21.20 14.29	62 24.24 20.26	26 27.12 24.34	26 16.54 13.98	58 23.59 24.35	39 21.85 15.30	28 23.61 12.20	12 20.00 13.48	25 22.60 13.85	15 18.60 19.99	55 17.98 15.16	75 22.32 16.26	48 27.65 23.16
											c		a
Existing products/ services in new markets	64 14.27 12.89	62 17.08 15.47	26 13.85 13.90	26 13.27 14.62	58 15.52 17.71	39 14.05 13.69	28 15.00 9.91	12 19.83 14.90	25 14.68 11.26	15 11.60 11.28	55 15.38 15.82	75 15.35 12.69	48 13.96 14.84
New products/ services in new markets	64 10.95 10.63	62 9.69 11.99	26 6.96 11.80	26 8.27 11.40	58 7.83 12.29	39 8.74 10.28	28 12.32 11.90	12 10.17 11.34	25 11.12 9.77	15 9.87 12.87	55 8.82 10.35	75 10.77 11.19	48 8.33 12.85

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



## Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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
Growth from your firm internally	179 73.18 28.57	18 68.06 32.95	11 60.91 28.79 j	12 78.67 32.81	3 40.00 36.06 gJ	3 90.00 17.32	6 79.17 19.60	21 76.90 25.07 d	29 67.52 29.07 j	0 --- ---	32 83.38 22.04 bDhlm	13 81.92 30.11	24 67.50 29.19 j	6 61.67 32.04 j
Growth from partnerships	179 12.50 18.99	18 14.72 25.92	11 18.64 16.14 fgjK	12 13.25 28.65	3 41.67 52.04 GJK	3 1.67 2.89	6 3.33 4.08 bl	21 9.05 8.61 bDkl	29 14.59 20.02 k	0 --- ---	32 7.56 13.10 bDL	13 2.54 5.95 BDghLm	24 20.83 18.98 fgJK	6 11.67 11.69 k
Growth from acquisitions	179 10.36 18.71	18 16.67 26.95	11 10.00 21.91	12 5.00 8.79	3 16.67 28.87	3 0.00 0.00	6 16.67 16.33 l	21 9.29 13.54	29 13.93 18.54 l	0 --- ---	32 6.88 15.07	13 13.08 28.40	24 4.79 11.65 fhm	6 21.67 28.05 l
Growth from licensing arrangements	179 3.96 10.05	18 0.56 2.36 bem	11 10.45 15.24 aj	12 3.08 7.17	3 1.67 2.89	3 8.33 14.43 a	6 0.83 2.04	21 4.76 8.58	29 3.97 8.49	0 --- ---	32 2.19 5.38 b	13 2.46 5.95	24 6.88 18.93	6 5.00 7.75 a

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

## Topic 2: Firm Growth Strategies

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

Number 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
Growth from your firm internally	64 71.84 27.82	62 72.87 28.45	26 74.19 31.73	26 75.19 29.00	58 77.81 30.22	39 75.13 28.62	28 67.14 25.44	12 58.33 31.86	25 69.72 28.55	15 75.60 22.40	55 71.20 31.74	75 74.45 26.66	48 73.44 28.42
					d			a					
Growth from partnerships	64 11.30 11.97	62 14.63 21.99	26 10.46 22.04	26 12.88 22.68	58 15.29 24.08	39 12.38 18.55	28 8.21 9.45	12 15.83 12.94	25 14.04 21.36	15 6.40 7.61	55 13.73 20.83	75 9.16 10.83	48 16.35 25.45
							d	cf		d		c	b
Growth from acquisitions	64 11.70 16.98	62 9.27 18.90	26 10.00 21.54	26 10.38 20.44	58 3.79 16.18	39 7.69 17.58	28 22.14 24.25	12 15.00 16.10	25 12.56 16.91	15 14.67 13.43	55 11.89 19.26	75 11.93 19.21	48 6.25 17.15
					Cdef	C	AB	a	a	a			
Growth from licensing arrangements	64 5.16 12.85	62 3.23 8.10	26 5.35 10.47	26 1.54 4.42	58 3.10 8.58	39 4.79 12.65	28 2.50 5.69	12 10.83 20.54	25 3.68 6.34	15 3.33 5.88	55 3.18 10.56	75 4.45 10.15	48 3.96 9.51
					d			a					

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.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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	
Domestic sales percent	179 80.49 22.52	18 90.70 18.77 cHjL	11 94.09 12.41 cfHjLm	12 71.27 29.49 abg	3 93.33 11.55	3 96.33 5.51 m	6 72.50 24.44 b	22 88.35 18.87 chl	28 72.48 23.50 ABgk	0 --- ---	32 77.76 23.23 ab	13 90.38 15.34 hl	24 71.24 24.32 ABgk	6 79.17 11.14 be
Internet sales percent	338 11.78 19.12	28 5.00 9.39 BDEkM	27 19.56 24.32 Acgh	18 3.86 5.35 bDEkM	9 27.77 24.73 ACfGHj	5 43.09 26.71 ACFGHJK L	13 7.46 12.76 dE	36 8.17 15.59 bDE	40 7.89 15.37 bDEm	3 5.00 8.66	61 11.24 20.03 dE	30 14.45 19.62 acE	55 12.44 20.78 E	11 19.91 21.27 ACh

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	63 75.92 22.12 D	62 82.58 21.65 B	26 76.79 27.01 C	27 89.21 18.32 A	58 83.46 22.24 f	39 82.85 20.49 f	27 83.87 19.04 f	12 74.68 24.71 D	25 74.83 23.77 E	16 69.05 27.52 abc	56 85.12 19.44 A	74 78.21 23.46 B	48 79.65 23.17 C
Internet sales percent	117 7.57 14.82 Bcd	118 14.22 21.72 A	49 14.23 20.65 a	53 13.59 18.97 a	110 17.68 23.21 bcef	59 8.99 17.50 a	58 9.76 16.56 a	24 7.83 17.40 D	45 8.10 15.71 a	39 9.46 13.81 a	124 0.00 0.00 A	128 4.61 3.39 C	85 39.90 19.10 B

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

## Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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	
Percent	178	18	11	12	3	3	6	22	28	0	31	13	24	6
	83.58	89.99	95.00	78.89	91.67	96.67	81.67	87.04	78.55	---	81.50	88.06	77.49	85.83
	23.30	19.13	12.04	29.78	14.43	5.77	18.07	23.61	24.70	---	25.88	24.32	24.46	12.81
			hl						b				b	

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

## Topic 2: Firm Growth Strategies

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

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
	Percent	63 79.90 23.27 d	61 86.18 22.65	26 78.55 28.36	27 90.51 17.67 a	57 87.14 22.90 f	39 84.76 22.75	27 87.36 18.15 f	12 76.06 26.36	25 80.52 22.40	16 69.98 29.69 ac	56 88.12 19.44	73 82.04 24.40

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

### Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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	
Percent change	229	20	14	14	4	3	7	27	34	1	44	19	34	7
	6.70	15.82	7.45	11.67	-2.75	3.33	6.29	5.95	1.01	5.00	5.76	6.01	8.93	5.00
	17.13	19.11	19.64	16.35	8.58	5.77	15.76	15.73	13.67	---	16.72	21.98	18.82	12.25
		Hj		h					Ac		a			

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

### Topic 3: Marketing Spending

#### By what percent has your overall marketing spending changed in 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
Percent change	85	78	30	35	73	42	39	14	33	27	72	92	62
	4.96	7.37	9.72	7.07	9.97	7.66	6.59	4.87	2.03	1.59	7.06	4.72	10.04
	14.57	19.21	21.03	14.54	18.86	18.32	17.74	17.76	12.24	9.78	15.95	14.72	20.97
					ef				a	a			

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



### Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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	
Digital marketing spending	222 13.01 17.59	20 18.88 21.54	13 16.73 20.38	14 14.34 23.98	3 11.67 7.64	3 3.33 5.77	7 17.86 20.59	27 13.65 18.43	32 7.94 12.60	1 10.00 ---	42 11.20 17.99	19 12.80 17.27	33 15.89 16.52	7 7.14 6.36
		h		h					al				h	
Overall marketing spending	223 8.86 15.62	20 15.62 19.31	13 11.95 17.66	14 12.74 17.24	3 5.00 5.00	3 5.00 8.66	7 8.14 8.28	28 7.45 15.26	32 3.72 10.22	1 5.00 ---	42 10.28 18.62	19 2.52 14.49	33 12.22 14.68	7 3.86 11.07
		Hk		h					AcL			al	Hk	
Customer relationship management	222 6.86 9.76	20 10.98 12.59	13 3.62 4.17	14 6.73 10.33	3 1.67 2.89	3 1.67 2.89	7 9.57 11.46	26 5.81 6.38	33 6.57 11.68	1 5.00 ---	42 5.55 6.86	19 7.69 10.97	33 7.71 11.14	7 11.17 13.99
		j									a			
Brand building	222 6.84 12.41	20 6.65 6.96	13 5.77 10.17	14 12.19 15.98	3 6.67 2.89	3 15.27 26.45	7 2.86 3.67	26 6.80 10.67	33 5.20 13.85	1 5.00 ---	42 5.65 12.26	19 9.24 15.79	33 7.53 13.62	7 5.43 8.44
Traditional advertising spending	222 -2.04 10.28	20 0.40 12.17	13 -3.31 8.64	14 0.24 16.43	3 -10.00 10.00	3 -11.90 20.62	7 -4.14 5.96	27 -3.10 10.11	32 -2.76 9.84	1 0.00 ---	42 -0.88 5.10	19 -3.88 12.37	33 -0.44 11.52	7 -4.29 4.50
					J	J					DE			

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 marketing category.**

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
Digital marketing spending	81 11.36 13.95 c	76 11.92 18.21	30 18.56 21.56 a	34 14.88 19.77	71 14.52 20.39	42 17.12 19.65 f	36 11.83 17.44	14 9.00 11.38	32 11.07 14.18	25 6.92 7.30 b	70 10.65 15.82	91 12.91 17.57	59 16.16 19.53
Overall marketing spending	82 6.80 13.00	76 10.98 17.77	30 10.06 17.62	34 8.30 14.54	71 14.31 16.89 cDEF	42 11.37 16.42 dF	36 7.06 16.10 a	14 0.56 11.35 Ab	32 5.01 13.09 A	26 0.96 7.53 AB	70 9.67 15.06	91 6.91 14.11	59 11.80 17.86
Customer relationship management	82 6.57 10.31	76 5.79 7.93 c	30 10.09 12.13 b	33 7.28 9.73	71 6.04 9.36	42 9.42 11.30 ef	36 10.04 11.26 ef	14 4.55 12.44	33 4.82 6.93 bc	25 4.16 5.10 bc	70 6.51 9.20	91 6.87 10.23	59 7.15 9.98
Brand building	82 5.04 10.86 C	76 6.61 13.13 c	30 13.55 15.95 Abd	33 5.93 8.80 c	71 7.65 11.52 d	42 8.37 13.16 d	36 7.76 15.82	14 0.50 6.65 ab	33 6.78 13.70	25 3.56 6.38	70 5.64 10.53	91 6.98 13.40	59 8.09 13.14
Traditional advertising spending	81 -3.55 11.22 b	76 -0.39 8.01 a	30 -1.91 14.02	34 -2.31 8.48	71 -0.78 8.82 D	42 -2.52 10.36	36 0.54 11.49 d	14 -8.67 13.74 Ac	32 -3.42 11.83	25 -3.44 6.30	70 -2.24 8.22	91 -2.37 12.14	59 -1.15 9.56

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

### Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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	
Developing knowledge about how to do marketing	219 7.30 11.80	19 11.02 14.43	13 8.20 13.86	14 6.26 12.06	3 6.67 7.64	3 8.33 14.43	7 3.57 4.76	24 6.29 8.09	33 2.88 7.75	1 5.00 ---	42 9.70 14.90	19 7.30 11.85	33 8.86 12.32	7 5.00 7.64
Marketing research and intelligence	220 3.44 8.67	19 6.59 10.09	13 5.43 8.68	14 6.80 13.73	3 0.00 10.00	3 1.67 2.89	7 0.57 0.79	25 2.36 3.47	33 3.73 7.97	1 5.00 ---	42 4.01 9.53	19 1.51 11.33	33 2.28 7.44	7 -0.29 4.72
Marketing consulting services	218 2.47 9.02	19 4.02 9.94	13 -0.19 9.87	14 0.36 3.08	3 0.00 0.00	3 -3.33 5.77	7 0.00 0.00	25 5.14 9.18	32 1.62 8.32	1 10.00 ---	42 2.95 9.03	19 3.97 9.14	33 2.44 11.46	6 0.00 10.95
Marketing training	219 2.32 6.01	19 3.81 7.07	13 3.22 6.69	14 2.52 7.14	3 1.67 2.89	3 3.33 5.77	7 0.00 0.00	25 3.01 5.60	32 0.95 5.86	1 0.00 ---	42 2.14 7.03	19 2.11 3.03	33 2.93 6.76	7 1.71 2.36

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

### Topic 3: Marketing Spending

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

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
Developing knowledge about how to do marketing	81 5.14 8.94 B	74 10.78 14.97 A	30 6.82 11.01	33 5.41 9.06	70 9.93 15.18	41 7.41 9.29	36 7.93 11.61	14 1.72 10.30	33 4.52 5.54	24 5.24 10.53	69 6.32 9.09	90 6.28 11.70	59 9.94 14.36
Marketing research and intelligence	82 2.68 7.02	74 4.88 10.14 d	30 4.55 11.96	33 1.21 3.43 b	71 4.67 8.69	41 3.71 8.08	36 2.85 9.05	14 -0.43 13.25	33 2.81 8.07	24 2.71 5.46	70 3.27 6.98	90 2.96 9.60	59 4.45 9.09
Marketing consulting services	81 2.88 10.68	73 1.60 7.31	30 1.85 9.38	33 4.04 7.87	71 4.38 10.33 ef	41 3.40 10.28	36 1.17 6.34	14 2.03 14.66	31 0.39 5.00 a	24 -0.17 3.64 a	68 2.95 9.48	90 2.24 9.24	59 2.32 8.33
Marketing training	81 1.95 5.65	74 3.05 7.24	30 2.58 5.27	33 1.43 4.39	71 3.50 7.27 e	41 2.25 4.48 e	36 2.41 7.85	14 0.01 5.82	32 0.50 2.24 abf	24 2.29 3.57 e	69 2.30 5.54	90 1.74 6.19	59 3.28 6.29

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

### Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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	
Percent of budget	213	19	13	12	4	3	7	24	32	1	42	17	31	7
	11.36	7.46	14.77	22.09	5.25	25.34	5.29	10.48	7.06	20.00	14.60	11.23	10.38	9.00
	10.34	7.68	11.39	13.41	2.50	11.02	3.55	8.81	8.49	---	11.41	12.09	7.31	7.02
		bCEj	afh AdFGHkL	ce AdFgHLm	bCEj	Ce	bCEJ		afH	c	CE	ce		

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

### Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of budget	77	76	28	31	69	41	35	13	29	25	66	85	61
	10.39	12.56	13.38	9.33	13.89	9.30	10.77	7.27	9.92	12.74	9.90	9.88	15.12
	8.22	11.14	12.10	11.16	10.10	8.67	12.20	10.66	9.53	10.65	9.63	9.87	10.97
					bd	a		a			C	C	AB

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

### Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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	
Percent of revenues	219	19	12	14	2	3	7	26	33	1	43	19	32	7
	6.91	3.88	6.58	10.96	17.43	18.48	2.22	6.17	3.22	2.00	9.37	3.82	8.51	11.15
	8.77	4.86	5.65	10.13	21.82	12.51	3.58	7.71	5.35	---	10.75	3.89	9.95	11.95
		cdEjm	e	afHK	aHK	AbFgHK	cE	e	CDEJLM		aHk	CDEjm	H	aHk

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	82	75	29	32	70	41	34	14	33	26	69	90	58
	6.35	6.79	8.56	7.32	10.54	5.04	5.22	3.89	5.29	6.15	5.65	5.00	11.42
	8.05	8.70	9.56	10.13	10.81	5.08	8.63	5.31	8.08	7.29	7.73	6.56	11.27
					Bcde	A	a	a	a		C	C	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.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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	
Sales revenue	185 4.21 5.13	18 6.89 4.07 bcDeHj	12 2.25 7.29 al	13 3.69 4.59 ad	3 -4.00 6.56 AcfGjLm	3 1.67 1.15 am	6 4.50 2.66 d	21 5.05 4.55 D	30 2.57 5.63 AL	0 --- --- ---	33 3.94 4.71 ad	14 3.43 5.75 bdH	25 6.32 4.23 BDH	6 6.33 2.94 de
Profits	179 3.65 4.93	18 6.44 3.75 BgHI	12 1.83 5.18 A	13 4.00 4.49	3 7.33 2.52	3 5.67 5.13	6 3.83 3.76	20 2.75 5.35 a	29 1.72 5.08 Aj	0 --- --- ---	31 4.35 4.09 h	14 2.86 6.27	23 3.30 4.77 a	6 5.83 5.98
Brand value	180 3.37 3.88	17 5.47 4.69 gh	12 3.25 3.79	13 2.77 3.30	3 3.00 3.46	2 5.00 7.07	6 2.17 4.02	20 2.25 3.21 alm	30 2.20 4.05 al	0 --- --- ---	33 3.27 3.74	14 2.71 3.75	23 4.91 3.55 gh	6 5.67 3.67 g
Customer acquisition	180 3.11 3.79	18 4.06 4.35	12 3.17 4.82	13 2.23 3.81 e	3 1.00 5.29	2 8.50 2.12 cFgHjk	6 1.33 1.86 Em	19 2.68 3.07 e	30 2.50 2.79 Em	0 --- --- ---	33 2.67 3.93 e	14 2.79 2.94 e	23 4.22 4.52	6 5.67 3.67 fh
Marketing ROI	178 2.83 4.02	16 3.50 3.46	12 1.67 4.19	13 3.62 3.93	3 4.67 4.73	3 4.00 3.61	6 0.50 1.22 lm	20 1.95 3.52	29 1.79 4.94	0 --- --- ---	32 2.41 3.66	14 3.79 4.08	23 4.26 4.13 f	6 5.00 4.15 f
Market share	184 2.39 3.84	18 4.50 4.59 HJ	12 2.08 6.46	13 1.77 3.19 m	3 -0.33 4.16 m	2 -2.00 4.24 gm	6 4.83 4.36 Hj	21 3.62 3.22 eHj	30 1.00 2.53 AFGIM	0 --- --- ---	33 1.45 3.06 AfgM	14 1.79 3.33 m	25 2.80 3.74 h	6 6.00 3.22 cdeHJK
Customer retention	180 1.91 3.86	18 2.67 5.01	12 0.17 2.82 Ekm	12 1.67 3.28 e	3 3.00 2.00 f	2 7.50 3.54 BcFH	6 0.33 1.37 dE	20 2.15 3.70	30 0.90 2.86 Ekm	0 --- --- ---	33 2.39 4.02	14 3.07 3.56 bh	23 1.39 4.98	6 3.83 3.60 bh

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	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Sales revenue	68 4.31 5.27	64 4.42 4.86	26 3.69 5.48	26 4.12 5.34	61 3.79 5.83	39 4.92 5.16	28 4.93 4.87	13 5.38 3.23	26 3.38 4.81	17 3.53 4.57	57 4.11 5.23	77 4.60 4.65	50 3.72 5.78
Profits	64 2.97 5.37	62 4.18 4.17	26 2.81 5.79	26 5.04 4.40	60 3.57 5.36	37 3.35 5.22	28 3.86 4.49	13 4.08 4.97	24 3.46 5.18	16 4.25 3.44	53 3.38 4.84	76 3.55 5.03	50 4.08 4.94
Brand value	64 3.09 3.98	63 3.16 3.47	26 4.12 4.33	26 3.58 4.08	60 3.58 4.06 e	37 3.89 4.40 e	28 4.07 4.04 e	13 3.15 3.00	25 1.72 2.53 abc	16 2.50 3.39	55 3.42 3.87	76 3.16 3.91	49 3.65 3.90
Customer acquisition	63 2.92 3.53	64 3.08 3.69	26 3.77 4.26	26 3.08 4.30	59 3.00 4.16	38 3.66 4.19	28 3.21 3.46	13 4.08 3.48	25 2.20 3.20	16 2.50 3.16	54 2.19 3.87 c	77 3.39 3.73	49 3.67 3.69 a
Marketing ROI	65 2.68 4.50	62 2.90 3.67	26 3.00 4.15	24 3.00 3.65	61 2.75 4.11	36 3.44 4.49	28 2.57 4.15	12 3.50 4.25	24 2.83 3.70	16 1.88 2.87	54 1.72 3.62 C	74 2.92 3.97	50 3.90 4.28 A
Market share	67 2.42 3.38	64 1.78 3.48 d	26 1.96 4.55	26 3.92 4.58 b	60 1.77 3.98	39 2.72 4.38	28 3.46 4.04	13 2.69 3.04	26 2.50 3.51	16 1.69 2.65	57 2.44 3.65	77 2.43 3.71	49 2.24 4.35
Customer retention	63 1.41 3.82	64 2.63 4.00	26 2.35 4.21	26 1.00 3.06	60 2.23 4.31	38 1.47 3.85	27 2.04 3.71	13 1.92 4.66	25 1.16 2.72	16 2.50 3.54	55 1.71 4.20	76 1.84 3.60	49 2.24 3.91

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

## Topic 4: Financial and Marketing Performance

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
7=Excellent - one of the best in the world	4 2.1%	1 5.6%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
6=A leader but not one of the best	35 18.4%	5 27.8%	1 8.3% d	3 23.1%	2 66.7% bhj	0 0.0%	1 16.7%	4 17.4%	4 12.9% d	0 0.0%	4 11.4% d	3 21.4%	6 24.0%	1 16.7%
5=Strong	53 27.9%	3 16.7% EM	3 25.0% em	4 30.8% em	0 0.0% m	3 100.0% AbcfGHI	0 0.0% em	4 17.4% EjM	5 16.1% EjM	0 0.0%	15 42.9% gh	5 35.7%	6 24.0% em	5 83.3% AbcdfGHI
4=Good	52 27.4%	4 22.2%	5 41.7%	3 23.1%	0 0.0%	0 0.0%	1 16.7%	9 39.1%	9 29.0%	0 0.0%	8 22.9%	3 21.4%	10 40.0%	0 0.0%
3=Fair	25 13.2%	4 22.2% 1	1 8.3%	2 15.4%	1 33.3% L	0 0.0%	2 33.3% L	2 8.7%	7 22.6% 1	0 0.0%	5 14.3%	1 7.1%	0 0.0% aDFh	0 0.0%
2=Weak	16 8.4%	1 5.6%	1 8.3%	1 7.7%	0 0.0%	0 0.0%	1 16.7%	3 13.0%	3 9.7%	0 0.0%	1 2.9%	2 14.3%	3 12.0%	0 0.0%
1=Very weak	5 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7% 1	1 4.3%	1 3.2%	0 0.0%	2 5.7%	0 0.0%	0 0.0% f	0 0.0%
Mean	4.33	4.56	4.42	4.46	5.00	5.00	3.17 lm	4.04	4.10	---	4.29	4.43	4.48 f	5.17 f

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

## Topic 4: Financial and Marketing Performance

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
7=Excellent - one of the best in the world	3 4.3%	1 1.6%	0 0.0%	0 0.0%	2 3.2%	1 2.5%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	2 3.4%	0 0.0%	2 3.9%
6=A leader but not one of the best	14 20.3%	8 12.5%	7 25.9%	6 20.7%	5 7.9% Bc	11 27.5% A	7 25.0% a	3 23.1%	6 23.1%	3 16.7%	6 10.2%	17 21.8%	12 23.5%
5=Strong	16 23.2%	20 31.3%	8 29.6%	9 31.0%	19 30.2%	15 37.5% f	9 32.1%	2 15.4%	5 19.2%	2 11.1% b	13 22.0%	25 32.1%	15 29.4%
4=Good	20 29.0%	21 32.8%	6 22.2%	5 17.2%	16 25.4% f	9 22.5% f	4 14.3% f	4 30.8%	9 34.6%	9 50.0% abc	20 33.9%	19 24.4%	11 21.6%
3=Fair	9 13.0%	8 12.5%	2 7.4%	6 20.7%	9 14.3%	2 5.0%	5 17.9%	1 7.7%	5 19.2%	3 16.7%	9 15.3%	10 12.8%	6 11.8%
2=Weak	5 7.2%	5 7.8%	4 14.8%	2 6.9%	8 12.7%	1 2.5% d	3 10.7%	3 23.1% bf	1 3.8%	0 0.0% d	6 10.2%	5 6.4%	5 9.8%
1=Very weak	2 2.9%	1 1.6%	0 0.0%	1 3.4%	4 6.3%	1 2.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 5.1%	2 2.6%	0 0.0%
Mean	4.41	4.28	4.44	4.28	3.97 B	4.83 A	4.43	4.08	4.38	4.44	4.02 c	4.42	4.57 a

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.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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
...of your marketing budget do you currently spend on social media?	199 9.83 11.98	19 8.58 8.21	13 11.27 14.53	13 16.33 14.40	3 16.67 2.89	3 12.33 11.68	6 9.55 16.94	23 10.07 13.02	31 5.86 8.85	0 --- ---	39 9.84 12.50	14 9.88 11.14	27 10.02 12.44	7 11.90 15.39
				H	h				Cd					
...will you spend in the next 12 months?	197 12.97 13.90	19 11.79 9.76	13 13.69 16.35	13 18.31 15.21	3 18.33 5.77	3 14.00 14.42	6 11.17 11.67	23 15.39 15.82	30 7.97 10.52	0 --- ---	39 12.79 14.03	14 15.14 15.76	27 12.29 14.79	7 16.57 19.61
				h				h	cg					
...do you predict you will spend in five years?	195 18.51 17.64	19 18.23 16.79	13 19.95 18.44	13 24.15 18.84	3 24.00 14.42	3 16.00 16.82	6 20.72 22.65	22 21.90 19.39	30 12.88 13.83	0 --- ---	39 17.76 17.88	14 23.84 21.56	26 14.65 13.75	7 24.24 26.57
				h					ck			h		

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
...of your marketing budget do you currently spend on social media?	70 6.77 8.82	69 9.29 11.75	27 16.31 16.03	32 11.14 11.36	68 12.34 15.23	40 8.53 9.08	33 9.60 10.82	14 7.21 6.90	25 7.25 10.10	17 8.29 10.06	63 6.61 11.00	81 8.69 9.58	55 15.19 14.42
	Cd	c	Ab	a							C	C	AB
...will you spend in the next 12 months?	69 9.23 10.89	69 11.54 13.17	27 22.81 17.86	31 15.39 13.55	68 15.56 16.59	40 11.37 12.64	32 14.25 14.33	14 9.79 7.68	24 8.96 11.08	17 11.00 10.09	62 8.61 12.12	81 11.57 10.94	54 20.09 16.96
	Cd	C	AB	a							C	C	AB
...do you predict you will spend in five years?	68 13.70 12.74	69 16.12 15.92	27 31.88 21.23	30 21.41 19.98	68 20.67 20.09	39 17.38 16.95	32 19.55 17.73	14 16.21 12.67	24 14.31 15.08	17 16.47 14.55	60 13.63 16.91	81 17.24 14.66	54 25.82 20.31
	Cd	C	AB	a							C	C	AB

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	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care 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	26 12.9%	3 15.8%	0 0.0% f	0 0.0% f	0 0.0%	0 0.0%	3 50.0% bchjk	4 16.7%	4 13.3% f	0 0.0%	6 14.6% f	1 7.1% f	4 14.3%	1 14.3%
2=	25 12.4%	2 10.5%	0 0.0% h	3 23.1%	0 0.0%	0 0.0%	0 0.0%	4 16.7%	8 26.7% bj	0 0.0%	3 7.3% h	1 7.1%	3 10.7%	1 14.3%
3=	22 10.9%	2 10.5%	1 7.7%	1 7.7%	0 0.0%	0 0.0%	1 16.7%	3 12.5%	6 20.0%	0 0.0%	6 14.6%	1 7.1%	1 3.6%	0 0.0%
4=	36 17.8%	4 21.1%	5 38.5% j	2 15.4%	0 0.0%	0 0.0%	1 16.7%	5 20.8%	7 23.3%	0 0.0%	4 9.8% b	3 21.4%	4 14.3%	1 14.3%
5=	48 23.8%	6 31.6% hk	2 15.4%	5 38.5% hk	1 33.3% k	2 66.7% HK	1 16.7%	4 16.7%	2 6.7% acEjlm	0 0.0%	12 29.3% hk	0 0.0% acdEjlm	9 32.1% hk	3 42.9% hk
6=	25 12.4%	2 10.5% d	2 15.4%	0 0.0% Dek	2 66.7% aCgHjl	1 33.3% c	0 0.0%	3 12.5% d	2 6.7% D	0 0.0%	5 12.2% d	4 28.6% c	3 10.7% d	1 14.3%
7=Very Effectively	20 9.9%	0 0.0% bk	3 23.1% ah	2 15.4%	0 0.0%	0 0.0%	0 0.0%	1 4.2% k	1 3.3% bk	0 0.0%	5 12.2%	4 28.6% agh	4 14.3%	0 0.0%
Mean	4.04	3.74 b	5.08 aFgH	4.31 fh	5.67 fh	5.33 fh	2.50 Bcdekl	3.58 bk	3.17 Bcdejkl	---	4.17 h	5.00 fgH	4.29 fh	4.00

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	9 12.7%	13 18.3%	0 0.0%	3 9.4%	12 17.4%	5 12.2%	2 6.3%	2 14.3%	2 8.0%	3 15.8%	17 27.4%	7 8.3%	2 3.6%
		c	b								BC	A	A
2=	14 19.7%	5 7.0%	4 14.8%	2 6.3%	7 10.1%	5 12.2%	3 9.4%	2 14.3%	4 16.0%	4 21.1%	8 12.9%	13 15.5%	3 5.5%
	b	a											
3=	11 15.5%	9 12.7%	1 3.7%	1 3.1%	5 7.2%	4 9.8%	5 15.6%	2 14.3%	2 8.0%	4 21.1%	5 8.1%	15 17.9%	2 3.6%
												c	b
4=	12 16.9%	9 12.7%	5 18.5%	10 31.3%	7 10.1%	8 19.5%	6 18.8%	3 21.4%	8 32.0%	3 15.8%	16 25.8%	14 16.7%	6 10.9%
		d		b	e				a		c		a
5=	11 15.5%	20 28.2%	9 33.3%	8 25.0%	18 26.1%	11 26.8%	6 18.8%	3 21.4%	5 20.0%	5 26.3%	5 8.1%	19 22.6%	24 43.6%
											bC	aC	AB
6=	9 12.7%	8 11.3%	2 7.4%	6 18.8%	11 15.9%	4 9.8%	5 15.6%	2 14.3%	3 12.0%	0 0.0%	5 8.1%	10 11.9%	10 18.2%
7=Very Effectively	5 7.0%	7 9.9%	6 22.2%	2 6.3%	9 13.0%	4 9.8%	5 15.6%	0 0.0%	1 4.0%	0 0.0%	6 9.7%	6 7.1%	8 14.5%
	c		a										
Mean	3.69 C	3.99	4.81 A	4.38	4.17 f	4.05	4.44 f	3.64	3.92	3.16 ac	3.37 C	3.94 C	4.98 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 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 Effectively	40 19.8%	5 26.3%	2 15.4%	0 0.0% efh	0 0.0%	1 33.3% c	2 33.3% c	6 25.0%	8 26.7% c	0 0.0%	9 22.0%	3 21.4%	4 14.3%	0 0.0%
2=	33 16.3%	4 21.1%	2 15.4%	5 38.5% Jl	0 0.0%	0 0.0%	0 0.0%	4 16.7%	7 23.3%	0 0.0%	3 7.3% Ck	4 28.6% j	3 10.7% c	1 14.3%
3=	40 19.8%	1 5.3%	1 7.7%	3 23.1%	1 33.3%	0 0.0%	2 33.3%	6 25.0%	7 23.3%	0 0.0%	8 19.5%	3 21.4%	8 28.6%	0 0.0%
4=	37 18.3%	4 21.1%	3 23.1%	0 0.0% Em	0 0.0%	2 66.7% Ch	0 0.0%	5 20.8%	3 10.0% em	0 0.0%	8 19.5%	2 14.3%	6 21.4%	3 42.9% ch
5=	32 15.8%	3 15.8%	1 7.7%	2 15.4%	1 33.3%	0 0.0%	1 16.7%	1 4.2% j	4 13.3%	0 0.0%	10 24.4% g	2 14.3%	5 17.9%	2 28.6%
6=	17 8.4%	1 5.3%	2 15.4%	3 23.1% h	1 33.3% hk	0 0.0%	1 16.7%	2 8.3%	1 3.3% cd	0 0.0%	3 7.3%	0 0.0% d	2 7.1%	1 14.3%
7=Very Effectively	3 1.5%	1 5.3%	2 15.4% hjl	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% b	0 0.0%	0 0.0% b	0 0.0%	0 0.0% b	0 0.0%
Mean	3.25	3.16	4.00 h	3.62	4.67 hk	3.00	3.17	2.88 m	2.70 bdm	---	3.39	2.71 dm	3.39	4.29 ghk

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	16 22.5%	17 23.9%	2 7.4%	5 15.6%	18 26.1%	6 14.6%	8 25.0%	3 21.4%	2 8.0%	3 15.8%	20 32.3%	12 14.3%	8 14.5%
											bc	a	a
2=	14 19.7%	9 12.7%	6 22.2%	4 12.5%	6 8.7%	9 22.0%	4 12.5%	3 21.4%	5 20.0%	5 26.3%	9 14.5%	20 23.8%	3 5.5%
					f					a		C	B
3=	15 21.1%	12 16.9%	8 29.6%	5 15.6%	9 13.0%	8 19.5%	7 21.9%	3 21.4%	8 32.0%	4 21.1%	12 19.4%	19 22.6%	9 16.4%
					e				a				
4=	15 21.1%	13 18.3%	1 3.7%	8 25.0%	12 17.4%	10 24.4%	4 12.5%	3 21.4%	5 20.0%	3 15.8%	8 12.9%	18 21.4%	11 20.0%
	c		ad	c									
5=	9 12.7%	13 18.3%	5 18.5%	5 15.6%	13 18.8%	5 12.2%	7 21.9%	2 14.3%	3 12.0%	2 10.5%	7 11.3%	11 13.1%	14 25.5%
											c		a
6=	1 1.4%	6 8.5%	5 18.5%	4 12.5%	9 13.0%	2 4.9%	2 6.3%	0 0.0%	2 8.0%	2 10.5%	5 8.1%	4 4.8%	8 14.5%
	Cd		A	a								c	b
7=Very Effectively	1 1.4%	1 1.4%	0 0.0%	1 3.1%	2 2.9%	1 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.6%	0 0.0%	2 3.6%
Mean	2.92 d	3.25	3.59	3.63 a	3.45	3.22	3.13	2.86	3.32	3.11	2.87 C	3.10 C	3.95 AB

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.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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	
Percent performed by outside agencies	197	19	13	13	3	3	6	23	30	0	39	14	27	7
	18.69	9.79	13.96	39.92	15.00	6.67	35.00	19.26	27.23	---	9.79	14.78	17.18	29.57
	29.18	21.55	27.18	35.24	13.23	11.55	39.87	28.89	32.89	---	23.59	25.55	29.10	38.14
		Ch	c	AbJkl			j		aj		Cfh	c	c	

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
Percent performed by outside agencies	69 19.58 30.42 c	69 12.45 24.73 C	27 34.07 32.80 aBd	31 15.21 26.56 c	68 13.82 26.65 Ef	40 12.77 25.65 Ef	32 15.84 26.65 e	14 20.00 27.53	24 36.83 34.81 ABc	17 32.35 34.59 ab	62 11.18 25.20 B	81 25.57 32.29 A	54 16.99 26.53

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

## Topic 5: Social Media

### To what degree has the use of social media contributed to your company's performance?

	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 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 19.3%	6 31.6%	1 7.7%	2 15.4%	0 0.0%	0 0.0%	2 33.3%	5 23.8%	8 26.7%	0 0.0%	6 15.4%	2 14.3%	5 17.9%	1 14.3%
2=	42 21.3%	6 31.6%	1 7.7%	1 7.7%	1 33.3%	0 0.0%	1 16.7%	7 33.3%	10 33.3%	0 0.0%	5 12.8%	4 28.6%	5 17.9%	1 14.3%
3=	26 13.2%	1 5.3%	3 23.1%	2 15.4%	0 0.0%	0 0.0%	2 33.3%	2 9.5%	5 16.7%	0 0.0%	6 15.4%	0 0.0%	5 17.9%	0 0.0%
4=	38 19.3%	2 10.5%	3 23.1%	3 23.1%	1 33.3%	1 33.3%	1 16.7%	2 9.5%	3 10.0%	0 0.0%	9 23.1%	3 21.4%	7 25.0%	2 28.6%
5=	34 17.3%	1 5.3%	3 23.1%	3 23.1%	0 0.0%	2 66.7%	0 0.0%	4 19.0%	3 10.0%	0 0.0%	9 23.1%	2 14.3%	5 17.9%	2 28.6%
6=	12 6.1%	3 15.8%	0 0.0%	2 15.4%	1 33.3%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	2 5.1%	1 7.1%	1 3.6%	1 14.3%
7=Very Highly	7 3.6%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.3%	0 0.0%	2 5.1%	2 14.3%	0 0.0%	0 0.0%
Mean	3.26	2.74	4.08	3.77	4.00	4.67	2.33	2.81	2.57	---	3.62	3.71	3.18	3.86

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

## Topic 5: Social Media

### To what degree has the use of social media contributed to your company's performance?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All	16 22.9%	15 22.1%	2 7.4%	5 16.1%	15 22.7%	6 15.0%	4 12.5%	2 14.3%	6 24.0%	5 26.3%	23 37.7%	11 13.4%	4 7.5%
											BC	A	A
2=	23 32.9%	8 11.8%	5 18.5%	6 19.4%	6 9.1%	10 25.0%	8 25.0%	5 35.7%	7 28.0%	5 26.3%	11 18.0%	25 30.5%	5 9.4%
	B	A			bcde	a	a	a	a			C	B
3=	11 15.7%	10 14.7%	1 3.7%	3 9.7%	7 10.6%	6 15.0%	5 15.6%	4 28.6%	2 8.0%	2 10.5%	11 18.0%	12 14.6%	3 5.7%
											c		a
4=	9 12.9%	16 23.5%	7 25.9%	6 19.4%	13 19.7%	7 17.5%	6 18.8%	2 14.3%	7 28.0%	3 15.8%	10 16.4%	13 15.9%	15 28.3%
5=	7 10.0%	13 19.1%	6 22.2%	8 25.8%	12 18.2%	8 20.0%	7 21.9%	1 7.1%	3 12.0%	3 15.8%	4 6.6%	16 19.5%	14 26.4%
	d			a							bC	a	A
6=	4 5.7%	3 4.4%	3 11.1%	2 6.5%	8 12.1%	2 5.0%	1 3.1%	0 0.0%	0 0.0%	1 5.3%	2 3.3%	4 4.9%	6 11.3%
7=Very Highly	0 0.0%	3 4.4%	3 11.1%	1 3.2%	5 7.6%	1 2.5%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.2%	6 11.3%
	C		A								C	c	Ab
Mean	2.71 bCd	3.37 a	4.15 A	3.52 a	3.68 e	3.28	3.34	2.64	2.76 a	2.84	2.46 BC	3.17 AC	4.36 AB

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

**Topic 5: Social Media**

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

	Total	Industry Sector												
		Banking Finance Insur.	Communica-tions Media	Consumer Packaged Goods	Consumer Services	Educa-tion	Energy	Health-care	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
We have proven the impact quantitatively	33 16.3%	6 31.6% H	4 30.8% H	4 30.8% H	0 0.0%	0 0.0%	0 0.0%	2 8.0%	0 0.0%	0 0.0%	9 22.5% H	2 14.3% h	4 14.3% h	2 28.6% H
We have a good qualitative sense of the impact, but not a quantitative impact	78 38.6%	3 15.8% bDEh	8 61.5% a	5 38.5%	3 100.0% Afgj	3 100.0% Afgj	1 16.7% de	8 32.0% de	14 46.7% a	0 0.0%	14 35.0% de	5 35.7%	12 42.9%	2 28.6%
We haven't been able to show the impact yet	91 45.0%	10 52.6% b	1 7.7% aFGHjkl	4 30.8% f	0 0.0% f	0 0.0% f	5 83.3% Bcde	15 60.0% B	16 53.3% B	0 0.0%	17 42.5% b	7 50.0% b	12 42.9% b	3 42.9%

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

## Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We have proven the impact quantitatively	8 11.3%	11 15.7%	7 25.9%	7 21.2%	12 17.4%	8 20.0%	6 18.8%	0 0.0%	4 16.0%	3 15.0%	5 7.9% C	13 15.7%	15 27.3% A
We have a good qualitative sense of the impact, but not a quantitative impact	26 36.6%	25 35.7%	11 40.7%	15 45.5%	29 42.0%	13 32.5%	12 37.5%	7 50.0%	7 28.0%	9 45.0%	20 31.7% c	28 33.7% c	29 52.7% ab
We haven't been able to show the impact yet	37 52.1%	34 48.6%	9 33.3%	11 33.3%	28 40.6%	19 47.5%	14 43.8%	7 50.0%	14 56.0%	8 40.0%	38 60.3% C	42 50.6% C	11 20.0% AB

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



## Topic 6: Mobile Marketing

### Marketing budget spend on mobile activities

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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	
Current	192	17	13	13	3	3	6	21	31	0	38	14	26	6
	5.97	4.35	6.31	7.53	22.96	5.00	5.74	5.48	6.19	---	3.81	3.79	6.19	16.48
	8.49	6.19	8.09	10.53	11.22	8.66	11.78	7.81	7.96	---	7.58	4.73	8.67	11.44
		DM	Dm	d	ABcGHJK			Dm	Dm		DM	DM	Dm	AbghJKl
In 3 years	193	18	13	13	3	3	6	21	31	0	38	14	26	6
	12.95	11.69	16.38	15.42	33.82	13.33	10.24	13.00	10.85	---	8.13	12.21	15.33	28.33
	15.09	13.03	14.90	18.06	21.41	23.09	20.58	12.37	13.23	---	14.08	13.17	16.52	15.71
		dm			aghJk			dm	dM		DM	dm		aghJk

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

## Topic 6: Mobile Marketing

### Marketing budget 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
Current	70 4.66 6.92 C	66 5.17 7.70 c	27 10.07 10.79 Ab	28 7.40 10.33	66 5.28 9.29	38 4.03 5.45 e	32 7.52 9.60	13 5.00 5.03	25 8.01 9.86 b	17 7.61 8.47	58 1.91 3.74 BC	80 6.90 8.50 A	54 8.96 10.44 A
In 3 years	70 11.11 12.52 C	66 10.61 14.56 C	27 20.12 18.52 AB	29 16.48 16.61	66 11.93 15.90	39 10.06 12.65	32 15.26 15.86	13 10.31 8.88	25 16.24 17.75	17 15.38 15.03	58 6.24 9.45 BC	80 13.45 14.74 Ac	55 19.30 17.56 Ab

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

**Topic 6: Mobile Marketing**

**Rate how well mobile marketing activities have performed in the following areas: Acquiring customers**

	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 G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
Poorly	46 27.5%	6 42.9%	4 33.3%	3 27.3%	0 0.0%	0 0.0%	2 40.0%	6 30.0%	7 23.3%	0 0.0%	9 32.1%	1 8.3%	7 29.2%	1 16.7%
	30 18.0%	3 21.4%	2 16.7%	3 27.3%	0 0.0%	0 0.0%	1 20.0%	6 30.0%	6 20.0%	0 0.0%	5 17.9%	2 16.7%	2 8.3%	0 0.0%
	25 15.0%	2 14.3%	2 16.7%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	3 15.0%	5 16.7%	0 0.0%	6 21.4%	2 16.7%	3 12.5%	0 0.0%
	38 22.8%	2 14.3%	3 25.0%	1 9.1%	2 66.7%	0 0.0%	0 0.0%	3 15.0%	8 26.7%	0 0.0%	6 21.4%	3 25.0%	7 29.2%	3 50.0%
	18 10.8%	0 0.0% dm	1 8.3%	2 18.2%	1 33.3% a	0 0.0%	1 20.0%	1 5.0%	2 6.7%	0 0.0%	2 7.1%	3 25.0%	2 8.3%	2 33.3% a
	8 4.8%	1 7.1% e	0 0.0% E	0 0.0% E	0 0.0% a	1 100.0% BCGHJK lm	1 20.0%	1 5.0% j E	1 3.3% E	0 0.0%	0 0.0% Ef	0 0.0% E	3 12.5% e	0 0.0% e
Excellent	2 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.3%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%
Mean	2.90	2.29 dk	2.58	2.64	4.33 agj	6.00	3.00	2.50 dk	2.97	---	2.54 dkm	3.75 agj	3.17	3.83 j

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

## Topic 6: Mobile Marketing

### Rate how well mobile marketing activities have performed in the following areas: Acquiring customers

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%	85 25.2%
Poorly	20 31.7% c	17 30.4% c	2 8.3% ab	6 26.1%	14 26.9%	9 27.3%	9 29.0%	3 25.0%	8 34.8%	3 20.0%	25 55.6% BC	11 15.5% A	10 19.6% A
	12 19.0%	7 12.5% c	8 33.3% b	3 13.0%	6 11.5% cf	4 12.1%	9 29.0% a	3 25.0%	2 8.7%	5 33.3% a	5 11.1%	18 25.4%	7 13.7%
	8 12.7%	9 16.1%	4 16.7%	4 17.4%	10 19.2%	5 15.2%	5 16.1%	1 8.3%	1 4.3%	3 20.0%	5 11.1%	15 21.1%	5 9.8%
	13 20.6%	16 28.6%	3 12.5%	6 26.1%	14 26.9%	10 30.3%	4 12.9%	4 33.3%	4 17.4%	2 13.3%	8 17.8%	13 18.3%	17 33.3%
	5 7.9%	4 7.1%	5 20.8%	4 17.4%	3 5.8% e	2 6.1% e	4 12.9%	1 8.3%	6 26.1% ab	2 13.3%	1 2.2% b	11 15.5% a	6 11.8%
	5 7.9%	3 5.4%	0 0.0%	0 0.0%	4 7.7%	3 9.1%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	1 2.2%	2 2.8%	5 9.8%
Excellent	0 0.0% c	0 0.0% c	2 8.3% ab	0 0.0%	1 1.9%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	1 1.4%	1 2.0%
Mean	2.78	2.86	3.38	2.96	3.04	3.03	2.52	2.75	3.22	2.67	2.07 BC	3.07 A	3.41 A

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

## Topic 6: Mobile Marketing

### Rate how well mobile marketing activities have performed in the following areas: Engaging customers

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
Poorly	30 18.0%	2 14.3%	3 25.0%	2 18.2%	0 0.0%	0 0.0%	2 40.0%	5 25.0%	5 16.7%	0 0.0%	4 14.3%	1 8.3%	5 20.8%	1 16.7%
	14 8.4%	1 7.1%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	3 15.0%	2 6.7%	0 0.0%	2 7.1%	2 16.7%	2 8.3%	0 0.0%
	21 12.6%	2 14.3%	1 8.3%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	3 15.0%	5 16.7%	0 0.0%	6 21.4%	1 8.3%	1 4.2%	0 0.0%
	44 26.3%	3 21.4%	2 16.7%	2 18.2%	0 0.0%	1 100.0%	0 0.0%	6 30.0%	11 36.7%	0 0.0%	6 21.4%	3 25.0%	9 37.5%	1 16.7%
	28 16.8%	4 28.6%	3 25.0%	3 27.3%	1 33.3%	0 0.0%	1 20.0%	1 5.0%	2 6.7%	0 0.0%	6 21.4%	2 16.7%	2 8.3%	2 33.3%
	25 15.0%	2 14.3%	2 16.7%	2 18.2%	2 66.7% ghJl	0 0.0%	1 20.0%	2 10.0%	4 13.3% d	0 0.0%	2 7.1% D	3 25.0%	3 12.5% d	2 33.3%
Excellent	5 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.3%	0 0.0%	2 7.1%	0 0.0%	2 8.3%	0 0.0%
Mean	3.72	3.86	3.58	3.91	5.67 gh	4.00	3.00	3.05 d	3.63 d	---	3.79	4.00	3.75	4.50

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

## Topic 6: Mobile Marketing

### Rate how well mobile marketing activities have performed in the following areas: Engaging customers

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%	85 25.2%
Poorly	13 20.6%	11 19.6%	2 8.3%	3 13.0%	9 17.3%	6 18.2%	5 16.1%	3 25.0%	5 21.7%	2 13.3%	15 33.3% Bc	7 9.9% A	8 15.7% a
	5 7.9%	6 10.7%	2 8.3%	1 4.3%	4 7.7%	3 9.1%	5 16.1%	0 0.0%	1 4.3%	0 0.0%	7 15.6% b	3 4.2% a	4 7.8%
	8 12.7%	7 12.5%	4 16.7%	2 8.7%	7 13.5%	3 9.1%	5 16.1%	0 0.0%	4 17.4%	2 13.3%	2 4.4% b	12 16.9% a	7 13.7%
	21 33.3%	12 21.4%	5 20.8%	6 26.1%	14 26.9%	9 27.3%	7 22.6%	5 41.7%	3 13.0%	6 40.0%	11 24.4%	23 32.4%	10 19.6%
	5 7.9% bc	12 21.4% a	6 25.0% a	5 21.7%	8 15.4%	5 15.2%	5 16.1%	2 16.7%	4 17.4%	4 26.7%	6 13.3%	14 19.7%	8 15.7%
	9 14.3%	6 10.7%	4 16.7%	6 26.1%	6 11.5%	6 18.2%	4 12.9%	2 16.7%	6 26.1%	1 6.7%	4 8.9%	11 15.5%	10 19.6%
Excellent	2 3.2%	2 3.6%	1 4.2%	0 0.0%	4 7.7%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.4%	4 7.8%
Mean	3.56	3.61	4.13	4.17	3.81	3.79	3.45	3.75	3.78	3.87	2.96 BC	4.00 A	4.02 A

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

## Topic 6: Mobile Marketing

### Rate how well mobile marketing activities have performed in the following areas: Retaining customers

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
Poorly	38 22.9%	3 21.4%	4 33.3%	2 20.0%	0 0.0%	0 0.0%	2 40.0%	5 25.0%	6 20.0%	0 0.0%	8 28.6%	2 16.7%	5 20.8%	1 16.7%
	23 13.9%	2 14.3%	2 16.7%	3 30.0%	0 0.0%	0 0.0%	1 20.0%	4 20.0%	4 13.3%	0 0.0%	3 10.7%	0 0.0%	4 16.7%	0 0.0%
	28 16.9%	0 0.0% dgk	0 0.0% gk	1 10.0%	1 33.3% a	0 0.0%	0 0.0%	6 30.0% ab	6 20.0%	0 0.0%	6 21.4%	5 41.7% ab	3 12.5%	0 0.0%
	42 25.3%	7 50.0% cg	3 25.0%	0 0.0% aEl	0 0.0%	1 100.0% Cg	0 0.0%	3 15.0% ae	9 30.0%	0 0.0%	6 21.4%	3 25.0%	8 33.3% c	2 33.3%
	18 10.8%	1 7.1%	3 25.0% gh	4 40.0% GHjl	0 0.0%	0 0.0%	2 40.0% Ghl	0 0.0% bCF	1 3.3% bCf	0 0.0%	3 10.7% c	1 8.3%	1 4.2% cf	1 16.7%
	12 7.2%	1 7.1% d	0 0.0% Dm	0 0.0% d	2 66.7% aBcgHJkl	0 0.0%	0 0.0%	2 10.0% d	1 3.3% Dm	0 0.0%	1 3.6% Dm	1 8.3% d	2 8.3% d	2 33.3% bhj
Excellent	5 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 10.0%	0 0.0%	1 3.6%	0 0.0%	1 4.2%	0 0.0%
Mean	3.21	3.29	2.92	3.10	5.00 g	4.00	2.80	2.75 dm	3.33	---	3.00	3.33	3.25	4.33 g

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

## Topic 6: Mobile Marketing

### Rate how well mobile marketing activities have performed in the following areas: Retaining customers

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%	85 25.2%
Poorly	16 25.4%	15 27.3%	2 8.3%	4 17.4%	14 27.5%	7 21.2%	6 19.4%	3 25.0%	5 21.7%	2 13.3%	20 44.4%	9 12.7%	9 18.0%
											BC	A	A
	9 14.3%	6 10.9%	6 25.0%	2 8.7%	6 11.8%	6 18.2%	3 9.7%	2 16.7%	3 13.0%	3 20.0%	8 17.8%	12 16.9%	3 6.0%
	9 14.3%	10 18.2%	4 16.7%	5 21.7%	7 13.7%	6 18.2%	6 19.4%	0 0.0%	5 21.7%	4 26.7%	3 6.7%	16 22.5%	9 18.0%
											b	a	
	19 30.2%	14 25.5%	3 12.5%	6 26.1%	15 29.4%	10 30.3%	8 25.8%	3 25.0%	4 17.4%	2 13.3%	10 22.2%	18 25.4%	14 28.0%
	4 6.3%	4 7.3%	6 25.0%	4 17.4%	4 7.8%	2 6.1%	4 12.9%	1 8.3%	5 21.7%	2 13.3%	2 4.4%	10 14.1%	6 12.0%
			ab										
	3 4.8%	5 9.1%	2 8.3%	2 8.7%	3 5.9%	1 3.0%	3 9.7%	2 16.7%	1 4.3%	2 13.3%	2 4.4%	3 4.2%	7 14.0%
Excellent	3 4.8%	1 1.8%	1 4.2%	0 0.0%	2 3.9%	1 3.0%	1 3.2%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	3 4.2%	2 4.0%
Mean	3.11	3.09	3.63	3.43	3.12	3.03	3.45	3.58	3.17	3.33	2.38 BC	3.41 A	3.68 A

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



## Topic 6: Mobile Marketing

### Rate how well mobile marketing activities have performed in the following areas: Delivering your brand message

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
Poorly	33 19.9%	3 21.4%	4 33.3%	2 20.0%	0 0.0%	0 0.0%	2 40.0%	5 25.0%	7 23.3%	0 0.0%	4 14.3%	1 8.3%	5 20.8%	0 0.0%
	13 7.8%	3 21.4%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	1 20.0%	1 5.0%	2 6.7%	0 0.0%	3 10.7%	0 0.0%	1 4.2%	1 16.7%
	22 13.3%	1 7.1%	0 0.0%	1 10.0%	1 33.3%	0 0.0%	1 20.0%	0 0.0%	5 16.7%	0 0.0%	6 21.4%	5 41.7%	2 8.3%	0 0.0%
	38 22.9%	3 21.4%	4 33.3%	3 30.0%	0 0.0%	0 0.0%	0 0.0%	7 35.0%	7 23.3%	0 0.0%	3 10.7%	3 25.0%	5 20.8%	3 50.0%
	35 21.1%	3 21.4%	2 16.7%	1 10.0%	1 33.3%	0 0.0%	0 0.0%	6 30.0%	5 16.7%	0 0.0%	7 25.0%	1 8.3%	6 25.0%	2 33.3%
	14 8.4%	0 0.0%	1 8.3%	1 10.0%	0 0.0%	1 100.0%	1 20.0%	1 5.0%	1 3.3%	0 0.0%	5 17.9%	1 8.3%	2 8.3%	0 0.0%
Excellent	11 6.6%	1 7.1%	1 8.3%	1 10.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	3 10.0%	0 0.0%	0 0.0%	1 8.3%	3 12.5%	0 0.0%
Mean	3.69	3.29	3.58	3.70	5.00	6.00	2.60	3.55	3.53	---	3.75	3.83	4.00	4.00

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

## Topic 6: Mobile Marketing

### Rate how well mobile marketing activities have performed in the following areas: Delivering your brand message

	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
Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%	85 25.2%
Poorly	15 23.8%	12 21.4%	2 8.7%	3 13.0%	9 17.3%	7 21.2%	7 22.6%	3 25.0%	5 21.7%	2 14.3%	16 35.6%	9 12.9%	8 15.7%
											Bc	A	a
	5 7.9%	5 8.9%	1 4.3%	2 8.7%	5 9.6%	2 6.1%	3 9.7%	0 0.0%	3 13.0%	0 0.0%	5 11.1%	6 8.6%	2 3.9%
	7 11.1%	7 12.5%	5 21.7%	3 13.0%	5 9.6%	4 12.1%	6 19.4%	2 16.7%	3 13.0%	1 7.1%	2 4.4%	13 18.6%	7 13.7%
											b	a	
	17 27.0%	7 12.5%	8 34.8%	6 26.1%	12 23.1%	6 18.2%	4 12.9%	3 25.0%	5 21.7%	8 57.1%	9 20.0%	20 28.6%	9 17.6%
		c	b		f	f	F		f	abCe			
	12 19.0%	14 25.0%	4 17.4%	5 21.7%	9 17.3%	8 24.2%	9 29.0%	3 25.0%	4 17.4%	2 14.3%	10 22.2%	12 17.1%	13 25.5%
	2 3.2%	9 16.1%	0 0.0%	3 13.0%	8 15.4%	4 12.1%	0 0.0%	0 0.0%	2 8.7%	0 0.0%	2 4.4%	6 8.6%	6 11.8%
	b	ac	b		c	c	ab						
Excellent	5 7.9%	2 3.6%	3 13.0%	1 4.3%	4 7.7%	2 6.1%	2 6.5%	1 8.3%	1 4.3%	1 7.1%	1 2.2%	4 5.7%	6 11.8%
Mean	3.51	3.73	4.00	3.91	3.90	3.79	3.42	3.58	3.43	3.86	3.04 bC	3.77 a	4.16 A

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

## Topic 6: Mobile Marketing

### Rate how well mobile marketing activities have performed in the following areas: Improving sales

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
Poorly	40 24.1%	5 35.7%	4 33.3%	3 27.3%	0 0.0%	0 0.0%	2 40.0%	5 25.0%	6 20.7%	0 0.0%	6 21.4%	1 8.3%	7 29.2%	1 16.7%
	24 14.5%	3 21.4%	1 8.3%	1 9.1%	0 0.0%	0 0.0%	1 20.0%	6 30.0%	4 13.8%	0 0.0%	5 17.9%	2 16.7%	1 4.2%	0 0.0%
	38 22.9%	3 21.4%	2 16.7%	3 27.3%	1 33.3%	0 0.0%	0 0.0%	6 30.0%	6 20.7%	0 0.0%	7 25.0%	5 41.7%	5 20.8%	0 0.0%
	35 21.1%	0 0.0%	3 25.0%	3 27.3%	1 33.3%	0 0.0%	0 0.0%	1 5.0%	7 24.1%	0 0.0%	7 25.0%	2 16.7%	7 29.2%	4 66.7%
	16 9.6%	3 21.4%	2 16.7%	1 9.1%	1 33.3%	0 0.0%	1 20.0%	1 5.0%	2 6.9%	0 0.0%	3 10.7%	1 8.3%	0 0.0%	0 0.0%
	9 5.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 20.0%	1 5.0%	1 3.4%	0 0.0%	0 0.0%	1 8.3%	3 12.5%	1 16.7%
Excellent	4 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 10.3%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%
Mean	3.04	2.50	2.83	2.82	4.00	6.00	3.00	2.50	3.34	---	2.86	3.25	3.21	3.83

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

## Topic 6: Mobile Marketing

### Rate how well mobile marketing activities have performed in the following areas: Improving sales

	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
Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%	85 25.2%
Poorly	18 29.0% c	14 25.0%	2 8.3% a	5 21.7%	12 23.1%	7 21.9%	8 25.8%	4 33.3%	7 30.4%	2 13.3%	22 48.9% BC	9 12.9% A	9 17.6% A
	10 16.1%	7 12.5%	5 20.8%	2 8.7%	8 15.4%	3 9.4%	4 12.9%	1 8.3%	3 13.0%	4 26.7%	7 15.6%	13 18.6%	4 7.8%
	14 22.6%	11 19.6%	7 29.2%	6 26.1%	9 17.3%	9 28.1%	10 32.3%	4 33.3%	3 13.0%	3 20.0%	11 24.4%	20 28.6%	7 13.7%
	10 16.1%	16 28.6%	4 16.7%	5 21.7%	13 25.0%	8 25.0%	5 16.1%	1 8.3%	5 21.7%	3 20.0%	4 8.9% c	16 22.9%	15 29.4% a
	3 4.8% d	5 8.9%	3 12.5%	5 21.7% a	5 9.6%	4 12.5%	3 9.7%	0 0.0%	2 8.7%	2 13.3%	1 2.2% c	6 8.6%	9 17.6% a
	4 6.5%	3 5.4%	2 8.3%	0 0.0%	3 5.8%	1 3.1%	0 0.0% e	1 8.3%	3 13.0% c	1 6.7%	0 0.0% c	4 5.7%	5 9.8% a
Excellent	3 4.8%	0 0.0%	1 4.2%	0 0.0%	2 3.8%	0 0.0%	1 3.2%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	2 2.9%	2 3.9%
Mean	2.90	3.00	3.46	3.13	3.15	3.06	2.84	2.92	3.04	3.13	2.00 BC	3.24 A	3.67 A

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

**Topic 6: Mobile Marketing**

**Rate how well mobile marketing activities have performed in the following areas: Improving profits**

	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 G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
Poorly	48 28.9%	5 35.7%	5 41.7%	4 36.4%	0 0.0%	0 0.0%	2 40.0%	5 26.3%	7 23.3%	0 0.0%	9 32.1%	2 16.7%	8 33.3%	1 16.7%
	35 21.1%	3 21.4%	2 16.7%	4 36.4%	2 66.7% jl	0 0.0%	1 20.0%	7 36.8%	7 23.3%	0 0.0%	4 14.3% d	2 16.7%	3 12.5% d	0 0.0%
	30 18.1%	4 28.6%	2 16.7%	0 0.0% k	0 0.0%	0 0.0%	0 0.0%	4 21.1%	4 13.3% k	0 0.0%	6 21.4%	5 41.7% ch	5 20.8%	0 0.0%
	32 19.3%	1 7.1% m	3 25.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	2 10.5% m	8 26.7%	0 0.0%	7 25.0%	2 16.7%	4 16.7%	3 50.0% ag
	13 7.8%	1 7.1% e	0 0.0% Ef	1 9.1% e	1 33.3%	1 100.0% aBcGHJK L	2 40.0% bghjkl	1 5.3% Ef	2 6.7% Ef	0 0.0%	1 3.6% Ef	0 0.0% Ef	1 4.2% Ef	1 16.7%
	6 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% m	0 0.0%	1 3.6%	1 8.3%	3 12.5%	1 16.7% h
Excellent	2 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	2.72	2.29 m	2.25 m	2.27 m	3.00	5.00	2.80	2.32 m	2.97	---	2.64	2.92	2.83	4.00 abcg

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

## Topic 6: Mobile Marketing

### Rate how well mobile marketing activities have performed in the following areas: Improving profits

	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
Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%	85 25.2%
Poorly	19 30.2%	19 34.5%	4 16.7%	5 21.7%	15 28.8%	11 33.3%	9 29.0%	3 27.3%	7 30.4%	2 13.3%	24 53.3% BC	15 21.4% A	9 17.6% A
	13 20.6%	8 14.5% C	10 41.7% B	4 17.4%	10 19.2%	6 18.2%	5 16.1%	3 27.3%	6 26.1%	5 33.3%	8 17.8%	18 25.7%	9 17.6%
	12 19.0%	10 18.2%	2 8.3%	6 26.1%	8 15.4%	7 21.2%	10 32.3% e	2 18.2%	1 4.3% c	2 13.3%	9 20.0%	12 17.1%	9 17.6%
	11 17.5%	12 21.8%	4 16.7%	5 21.7%	13 25.0%	6 18.2%	3 9.7%	2 18.2%	5 21.7%	3 20.0%	4 8.9% c	15 21.4%	13 25.5% a
	5 7.9%	3 5.5%	3 12.5%	2 8.7%	3 5.8%	2 6.1%	2 6.5%	0 0.0%	3 13.0%	3 20.0%	0 0.0% C	5 7.1%	8 15.7% A
	1 1.6%	3 5.5%	1 4.2%	1 4.3%	3 5.8%	1 3.0%	1 3.2%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	3 4.3%	3 5.9%
Excellent	2 3.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0% d	0 0.0%	1 3.2%	1 9.1% a	0 0.0%	0 0.0%	0 0.0%	2 2.9%	0 0.0%
Mean	2.70	2.65	2.79	2.91	2.77	2.55	2.71	2.73	2.74	3.00	1.84 BC	2.91 A	3.22 A

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

**Topic 6: Mobile Marketing**

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>To what degree has the use of mobile marketing contributed to your company's performance?</u>														
1=Not At All	61 32.6%	10 55.6%	5 38.5%	5 41.7%	0 0.0%	0 0.0%	2 40.0%	5 22.7%	10 32.3%	0 0.0%	13 36.1%	2 15.4%	9 34.6%	0 0.0%
		gkm						a			a			a
2=	43 23.0%	4 22.2%	2 15.4%	1 8.3%	0 0.0%	0 0.0%	1 20.0%	10 45.5%	7 22.6%	0 0.0%	9 25.0%	3 23.1%	5 19.2%	1 16.7%
				g				c						
3=	25 13.4%	2 11.1%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	2 9.1%	5 16.1%	0 0.0%	7 19.4%	4 30.8%	3 11.5%	0 0.0%
			k									b		
4=	30 16.0%	1 5.6%	1 7.7%	2 16.7%	1 33.3%	0 0.0%	0 0.0%	1 4.5%	7 22.6%	0 0.0%	4 11.1%	3 23.1%	7 26.9%	3 50.0%
		m						lM			m		g	aGj
5=	22 11.8%	0 0.0%	5 38.5%	2 16.7%	1 33.3%	1 100.0%	1 20.0%	3 13.6%	1 3.2%	0 0.0%	3 8.3%	1 7.7%	1 3.8%	2 33.3%
		BdEm	AHjL		ah	AgHjKL		e	BdEm		bE	e	BEm	ahl
6=	6 3.2%	1 5.6%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 20.0%	1 4.5%	1 3.2%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%
			d		bhJk		J		d		DF	d		
7=Very Highly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	2.61	1.89 DM	2.92	2.58 d	5.00 AcgHJkl	5.00	3.00	2.55 dm	2.52 Dm	---	2.31 DM	2.85 d	2.58 dm	4.00 AghJl

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

## Topic 6: Mobile Marketing

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

Primary Economic Sector				Sales Revenue						Internet Sales %		
B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
A	B	C	D	A	B	C	D	E	F	A	B	C

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

1=Not At All	25 36.8% c	22 34.9%	4 15.4% a	9 31.0%	22 35.5% A	12 31.6% B	11 34.4% C	4 30.8% D	10 40.0% E	2 12.5% F	35 62.5% BC	17 22.4% A	9 16.7% A
2=	18 26.5%	12 19.0%	8 30.8%	5 17.2%	11 17.7% A	12 31.6% e	8 25.0% C	3 23.1% D	2 8.0% bf	6 37.5% e	12 21.4% A	20 26.3% B	10 18.5% C
3=	11 16.2%	8 12.7%	3 11.5%	3 10.3%	6 9.7% A	7 18.4% B	4 12.5% C	3 23.1% D	2 8.0% E	3 18.8% F	2 3.6% B	16 21.1% A	7 13.0% C
4=	10 14.7%	12 19.0%	5 19.2%	3 10.3%	14 22.6% A	4 10.5% B	5 15.6% C	2 15.4% D	3 12.0% E	2 12.5% F	6 10.7% c	9 11.8% c	15 27.8% ab
5=	1 1.5% bCD	7 11.1% ad	6 23.1% A	8 27.6% Ab	7 11.3% A	3 7.9% e	3 9.4% C	0 0.0% e	7 28.0% bd	2 12.5% F	1 1.8% BC	12 15.8% A	9 16.7% A
6=	3 4.4%	2 3.2%	0 0.0%	1 3.4%	2 3.2% A	0 0.0% B	1 3.1% C	1 7.7% D	1 4.0% E	1 6.3% F	0 0.0% c	2 2.6% B	4 7.4% a
7=Very Highly	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% A	0 0.0% B	0 0.0% C	0 0.0% D	0 0.0% E	0 0.0% F	0 0.0% A	0 0.0% B	0 0.0% C
Mean	2.31 c	2.62	3.04 a	2.97	2.66	2.32	2.50	2.54	2.92	2.94	1.68 BC	2.80 A	3.31 A

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



## Topic 7: 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.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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	
Percent change	174	18	11	12	1	3	6	21	27	0	32	12	24	6
	6.35	14.48	2.73	6.08	0.00	10.00	3.33	4.74	1.22	---	5.28	7.96	10.25	8.09
	12.22	16.57	5.97	9.35	---	17.32	5.16	10.98	7.20	---	12.08	14.19	13.43	18.66
		bgHj	a					a	AL		a		H	

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

## Topic 7: 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	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	61	60	26	26	57	38	27	12	23	15	54	73	46
	3.99	7.70	9.68	5.70	6.01	10.18	6.58	6.71	3.00	3.27	4.67	6.17	8.66
	9.36	13.12	15.36	12.22	13.41	14.32	10.46	14.95	7.45	6.53	10.10	12.45	14.04
	c		a			e			b				

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

## Topic 7: 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.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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	
Percent change	175	18	11	12	1	3	6	21	27	0	32	13	24	6
	5.08	10.62	1.09	1.25	10.00	10.00	5.00	3.15	7.08	---	2.41	8.17	3.33	11.03
	10.94	12.40	9.17	5.69	---	17.32	8.37	9.90	11.50	---	7.28	13.85	12.27	16.37
		bcgJ	a	a				a			Am			j

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

## Topic 7: 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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Percent change	62 5.23 10.32	60 4.80 11.80	26 6.63 12.80	26 4.04 8.72	58 5.92 12.26	38 5.46 11.83	27 4.69 10.35	12 11.83 12.33	23 0.65 5.70	15 3.00 7.27	55 3.50 10.58	73 5.22 9.61

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

## Topic 7: Marketing Jobs

### How many employees/marketing employees are in your company?

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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	
Number of employees	176 4838 12607	18 2431 6085 f	11 5391 17318	12 11138 18182 jl	1 10000	3 58 53	6 13756 21061 ajkl	22 6223 13377	27 4288 11406	0 --- ---	33 2377 10069 cf	13 1154 2162 f	23 1978 4496 cfm	6 12144 22671 l
Number of marketing employees	173 121 517	18 19 32	10 394 1197	12 482 1099 h	1 60 ---	3 16 17	5 53 86 h	21 114 207 h	27 13 14 cfglm	0 --- ---	33 160 686	13 6 5	23 64 128 h	6 105 198 h

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

**Topic 7: Marketing Jobs**

**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
Number of employees	62 4888 11694	60 2529 9766	26 6256 13226	27 8667 18273	57 52 104	39 615 1616	27 1551 3771	12 1876 1620	23 15391 18252	16 24879 23900	56 4881 12938	74 6353 14071	45 1956 8765
		d		b	bCDEF	adEF	AEF	AbeF	ABCd	ABCD			
Number of marketing employees	61 53 122	59 110 521	26 244 767	26 186 742	56 4 8	39 125 615	27 28 57	12 30 30	22 127 162	15 796 1280	54 54 176	73 227 768	45 22 56
					CDEF	f	AEF	Aef	ACdf	AbCde			

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

**Topic 8: Marketing Organization**

**Where is marketing located in your firm?**

	Total	Industry Sector												
		Banking Finance Insur.	Communica-tions Media	Consumer Packaged Goods	Consumer Services	Educa-tion	Energy	Health-care	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
Total	190 100.0%	18 9.5%	13 6.8%	13 6.8%	3 1.6%	3 1.6%	6 3.2%	23 12.1%	31 16.3%	0 0.0%	34 17.9%	14 7.4%	25 13.2%	6 3.2%
Corporate	170 89.5%	18 100.0%	11 84.6%	10 76.9%	3 100.0%	3 100.0%	5 83.3%	17 73.9%	29 93.5%	0 0.0%	31 91.2%	14 100.0%	23 92.0%	5 83.3%
Business unit level	40 21.1%	2 11.1%	3 23.1%	6 46.2%	0 0.0%	0 0.0%	3 50.0%	8 34.8%	5 16.1%	0 0.0%	4 11.8%	0 0.0%	6 24.0%	2 33.3%
Brand or product level	28 14.7%	2 11.1%	3 23.1%	7 53.8%	0 0.0%	0 0.0%	1 16.7%	5 21.7%	3 9.7%	0 0.0%	1 2.9%	1 7.1%	3 12.0%	2 33.3%
Field offices	20 10.5%	1 5.6%	1 7.7%	4 30.8%	1 33.3%	0 0.0%	0 0.0%	2 8.7%	1 3.2%	0 0.0%	5 14.7%	0 0.0%	3 12.0%	2 33.3%

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

## Topic 8: Marketing Organization

### Where is marketing located in your firm?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	69 36.3%	63 33.2%	27 14.2%	30 15.8%	63 33.2%	40 21.1%	29 15.3%	13 6.8%	25 13.2%	18 9.5%	59 31.1%	78 41.1%	52 27.4%
Corporate	59 85.5%	58 92.1%	25 92.6%	27 90.0%	57 90.5%	36 90.0%	28 96.6%	13 100.0%	21 84.0%	14 77.8%	52 88.1%	70 89.7%	48 92.3%
Business unit level	19 27.5% b	7 11.1% a	6 22.2%	8 26.7%	4 6.3% cDEF	3 7.5% DeF	7 24.1% aF	5 38.5% AB	7 28.0% AbF	13 72.2% ABCE	12 20.3%	21 26.9% c	6 11.5% b
Brand or product level	15 21.7% B	3 4.8% AC	7 25.9% B	3 10.0%	5 7.9% eF	2 5.0% eF	3 10.3% f	3 23.1%	7 28.0% ab	8 44.4% ABc	5 8.5%	16 20.5%	7 13.5%
Field offices	7 10.1%	5 7.9%	3 11.1%	5 16.7%	5 7.9% F	2 5.0% F	3 10.3%	2 15.4%	2 8.0% f	6 33.3% ABe	5 8.5%	11 14.1%	4 7.7%

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



**Topic 8: Marketing Organization**

**To what extent have your company’s digital marketing activities changed the following areas in your company?  
The importance of marketing leaders in shaping company strategy**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
1=Not at all	18 9.8%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	1 33.3% k	1 16.7%	2 9.5%	3 9.7%	0 0.0%	7 21.9%	0 0.0% e	1 4.0%	1 16.7%
2	22 12.0%	4 23.5%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	5 23.8%	4 12.9%	0 0.0%	4 12.5%	2 14.3%	1 4.0%	0 0.0%
3	31 16.9%	3 17.6% l	0 0.0%	3 25.0% l	1 33.3% L	0 0.0%	1 16.7% l	5 23.8% l	6 19.4% l	0 0.0%	7 21.9% l	4 28.6% L	0 0.0% acDfghjK m	1 16.7% l
4	35 19.1%	4 23.5%	5 41.7% gj	3 25.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5% bh	11 35.5% gj	0 0.0%	3 9.4% bh	2 14.3%	4 16.0%	1 16.7%
5	41 22.4%	2 11.8% c	1 8.3% c	6 50.0% abfhj	1 33.3%	1 33.3%	0 0.0% c	6 28.6%	4 12.9% cm	0 0.0%	6 18.8% c	4 28.6%	7 28.0%	3 50.0% h
6	22 12.0%	2 11.8%	2 16.7% h	0 0.0% fl	0 0.0%	1 33.3% H	3 50.0% cgHjk	1 4.8% fl	0 0.0% bEFL	0 0.0%	3 9.4% fl	1 7.1% f	8 32.0% cgHj	0 0.0%
7=Greatly increased	14 7.7%	0 0.0% bd	3 25.0% ag	0 0.0%	1 33.3% ag	0 0.0%	0 0.0%	0 0.0% bd	3 9.7%	0 0.0%	2 6.3%	1 7.1%	4 16.0%	0 0.0%
Mean	3.99	3.35 bL	5.00 aGhj	4.25 l	5.00	4.00	4.00	3.38 BL	3.68 bL	---	3.44 bL	4.07 l	5.20 AcGHJK	3.83

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

## Topic 8: Marketing Organization

**To what extent have your company's digital marketing activities changed the following areas in your company?**  
**The importance of marketing leaders in shaping company strategy**

	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
	Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%
1=Not at all	6 8.8%	9 14.5%	1 3.8%	1 3.8%	12 20.3% b	1 2.5% a	2 6.9%	0 0.0%	2 8.0%	1 6.7%	13 22.8% Bc	2 2.7% A	3 5.9% a
2	7 10.3%	8 12.9%	2 7.7%	5 19.2%	8 13.6%	7 17.5%	3 10.3%	2 15.4%	1 4.0%	1 6.7%	8 14.0%	12 16.0% c	2 3.9% b
3	11 16.2%	9 14.5%	5 19.2%	6 23.1%	4 6.8% C	7 17.5%	11 37.9% Ae	2 15.4%	2 8.0% c	3 20.0%	11 19.3%	15 20.0%	5 9.8%
4	14 20.6%	9 14.5%	6 23.1%	6 23.1%	7 11.9% D	6 15.0% D	6 20.7% d	7 53.8% ABc	6 24.0%	3 20.0%	8 14.0%	21 28.0% c	6 11.8% b
5	15 22.1%	11 17.7%	9 34.6%	6 23.1%	14 23.7%	9 22.5%	3 10.3%	2 15.4%	8 32.0%	5 33.3%	7 12.3% C	15 20.0% c	19 37.3% Ab
6	11 16.2% c	10 16.1% c	0 0.0% ab	1 3.8%	7 11.9%	7 17.5%	2 6.9%	0 0.0%	4 16.0%	2 13.3%	6 10.5%	6 8.0%	10 19.6%
7=Greatly increased	4 5.9%	6 9.7%	3 11.5%	1 3.8%	7 11.9%	3 7.5%	2 6.9%	0 0.0%	2 8.0%	0 0.0%	4 7.0%	4 5.3%	6 11.8%
Mean	4.09	3.95	4.23	3.69	3.88	4.20	3.66	3.69	4.48	4.07	3.39 C	3.92 C	4.76 AB

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

**Topic 8: Marketing Organization**

**To what extent have your company’s digital marketing activities changed the following areas in your company?  
Customer focus in your culture (customer-first focus)**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
1=Not at all	18 9.8%	2 11.8%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	2 9.1%	5 16.1%	0 0.0%	6 18.8%	0 0.0%	1 4.0%	0 0.0%
2	13 7.1%	1 5.9%	1 8.3%	1 8.3%	0 0.0%	0 0.0%	1 16.7%	3 13.6%	0 0.0%	0 0.0%	2 6.3%	1 7.1%	1 4.0%	2 33.3%
3	23 12.5%	5 29.4%	0 0.0%	4 33.3%	0 0.0%	0 0.0%	2 33.3%	1 4.5%	2 6.5%	0 0.0%	4 12.5%	2 14.3%	3 12.0%	0 0.0%
4	33 17.9%	2 11.8%	2 16.7%	2 16.7%	2 66.7%	0 0.0%	1 16.7%	3 13.6%	9 29.0%	0 0.0%	2 6.3%	4 28.6%	6 24.0%	0 0.0%
5	55 29.9%	4 23.5%	4 33.3%	3 25.0%	0 0.0%	2 66.7%	0 0.0%	6 27.3%	9 29.0%	0 0.0%	11 34.4%	4 28.6%	8 32.0%	3 50.0%
6	29 15.8%	3 17.6%	3 25.0%	1 8.3%	0 0.0%	0 0.0%	1 16.7%	5 22.7%	3 9.7%	0 0.0%	5 15.6%	3 21.4%	4 16.0%	1 16.7%
7=Greatly increased	13 7.1%	0 0.0%	1 8.3%	1 8.3%	1 33.3%	1 33.3%	0 0.0%	2 9.1%	3 9.7%	0 0.0%	2 6.3%	0 0.0%	2 8.0%	0 0.0%
Mean	4.27	3.82	4.67	4.17	5.00	5.67	3.17 l	4.41	4.23	---	4.03	4.43	4.56 f	4.17

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

## Topic 8: Marketing Organization

**To what extent have your company's digital marketing activities changed the following areas in your company?**  
**Customer focus in your culture (customer-first focus)**

	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
Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%	85 25.2%
1=Not at all	7 10.3%	8 12.9%	0 0.0%	2 7.4%	10 16.9%	3 7.5%	2 6.9%	0 0.0%	2 8.0%	1 6.3%	15 25.9% BC	2 2.7% A	1 2.0% A
2	3 4.4%	6 9.7%	2 7.7%	2 7.4%	7 11.9%	3 7.5%	2 6.9%	1 7.7%	0 0.0%	0 0.0%	2 3.4%	7 9.3%	4 7.8%
3	8 11.8% c	6 9.7% c	8 30.8% abd	1 3.7% c	2 3.4% bdF	6 15.0% a	4 13.8%	3 23.1% a	3 12.0%	4 25.0% A	7 12.1% c	15 20.0% C	1 2.0% aB
4	14 20.6%	8 12.9%	5 19.2%	6 22.2%	5 8.5% C	8 20.0%	9 31.0% A	3 23.1%	5 20.0%	3 18.8%	9 15.5%	15 20.0%	9 17.6%
5	18 26.5%	19 30.6%	8 30.8%	10 37.0%	18 30.5%	13 32.5%	7 24.1%	4 30.8%	9 36.0%	4 25.0%	12 20.7% c	21 28.0%	22 43.1% a
6	12 17.6%	11 17.7%	2 7.7%	4 14.8%	11 18.6%	4 10.0%	4 13.8%	1 7.7%	5 20.0%	3 18.8%	8 13.8%	12 16.0%	9 17.6%
7=Greatly increased	6 8.8%	4 6.5%	1 3.8%	2 7.4%	6 10.2%	3 7.5%	1 3.4%	1 7.7%	1 4.0%	1 6.3%	5 8.6%	3 4.0%	5 9.8%
Mean	4.37	4.18	4.12	4.48	4.20	4.23	4.14	4.31	4.52	4.38	3.78 C	4.25 c	4.84 Ab

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

**Topic 8: Marketing Organization**

**To what extent have your company’s digital marketing activities changed the following areas in your company?  
Importance of marketing capabilities to competitive advantage**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
1=Not at all	8 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 16.7%	1 4.8%	2 6.5%	0 0.0%	3 9.4%	0 0.0%	0 0.0%	0 0.0%
2	21 11.5%	2 11.8%	1 8.3%	2 16.7%	0 0.0%	0 0.0%	1 16.7%	4 19.0%	3 9.7%	0 0.0%	4 12.5%	2 14.3%	0 0.0%	2 33.3%
3	22 12.0%	3 17.6%	1 8.3%	1 8.3%	1 33.3%	0 0.0%	2 33.3%	1 4.8%	3 9.7%	0 0.0%	7 21.9%	0 0.0%	3 12.0%	0 0.0%
4	37 20.2%	6 35.3%	2 16.7%	3 25.0%	1 33.3%	0 0.0%	1 16.7%	4 19.0%	8 25.8%	0 0.0%	3 9.4%	3 21.4%	5 20.0%	1 16.7%
5	56 30.6%	2 11.8%	5 41.7%	5 41.7%	0 0.0%	1 33.3%	0 0.0%	9 42.9%	11 35.5%	0 0.0%	6 18.8%	5 35.7%	9 36.0%	3 50.0%
6	30 16.4%	3 17.6%	2 16.7%	1 8.3%	0 0.0%	1 33.3%	1 16.7%	1 4.8%	2 6.5%	0 0.0%	7 21.9%	4 28.6%	7 28.0%	0 0.0%
7=Greatly increased	9 4.9%	1 5.9%	1 8.3%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 4.8%	2 6.5%	0 0.0%	2 6.3%	0 0.0%	1 4.0%	0 0.0%
Mean	4.30	4.24	4.75	4.17	4.67	4.00	3.17	4.10	4.19	---	4.06	4.64	4.92	3.83

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

## Topic 8: Marketing Organization

**To what extent have your company's digital marketing activities changed the following areas in your company?**  
**Importance of marketing capabilities to competitive advantage**

	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
	Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%
1=Not at all	4 5.9%	3 4.8%	0 0.0%	0 0.0%	5 8.5%	0 0.0%	1 3.4%	0 0.0%	2 8.0%	0 0.0%	7 12.3% bc	1 1.3% a	0 0.0% a
2	5 7.4% c	9 14.5%	6 23.1% ad	1 3.8% c	10 16.9%	3 7.5%	3 10.3%	0 0.0%	1 4.0%	3 20.0%	5 8.8%	10 13.3%	6 11.8%
3	7 10.3%	11 17.7%	2 7.7%	2 7.7%	5 8.5%	6 15.0%	6 20.7%	3 23.1%	1 4.0%	1 6.7%	12 21.1% b	6 8.0% a	4 7.8%
4	14 20.6% d	7 11.3% D	4 15.4% d	12 46.2% aBc	9 15.3%	7 17.5%	7 24.1%	3 23.1%	6 24.0%	5 33.3%	11 19.3%	19 25.3%	7 13.7%
5	23 33.8%	17 27.4%	10 38.5%	6 23.1%	15 25.4%	12 30.0%	10 34.5%	4 30.8%	10 40.0%	4 26.7%	12 21.1%	26 34.7%	18 35.3%
6	12 17.6%	12 19.4%	3 11.5%	3 11.5%	9 15.3%	11 27.5% c	1 3.4% b	2 15.4%	5 20.0%	2 13.3%	8 14.0%	11 14.7%	11 21.6%
7=Greatly increased	3 4.4%	3 4.8%	1 3.8%	2 7.7%	6 10.2%	1 2.5%	1 3.4%	1 7.7%	0 0.0%	0 0.0%	2 3.5%	2 2.7%	5 9.8%
Mean	4.40	4.19	4.19	4.54	4.19	4.63	4.00	4.62	4.44	4.07	3.84 C	4.33	4.76 A

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

**Topic 8: Marketing Organization**

**To what extent have your company’s digital marketing activities changed the following areas in your company?**

**Use of marketing data to drive decisions**

	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 G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
1=Not at all	16 8.8%	2 11.8%	0 0.0% f	0 0.0% f	0 0.0%	0 0.0%	2 33.3% bckL	2 9.1%	5 16.1% l	0 0.0%	5 16.1% l	0 0.0% f	0 0.0% Fhj	0 0.0%
2	25 13.7%	3 17.6%	1 8.3%	1 8.3%	1 33.3%	0 0.0%	3 50.0% Hjl	5 22.7%	2 6.5% F	0 0.0%	4 12.9% f	2 14.3%	2 8.0% f	1 16.7%
3	29 15.9%	4 23.5%	1 8.3%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	2 9.1%	5 16.1%	0 0.0%	8 25.8%	1 7.1%	4 16.0%	2 33.3%
4	25 13.7%	3 17.6%	2 16.7%	0 0.0% e	0 0.0%	1 50.0% cj	0 0.0%	5 22.7%	6 19.4%	0 0.0%	2 6.5% e	2 14.3%	4 16.0%	0 0.0%
5	47 25.8%	2 11.8% k	1 8.3% k	5 41.7%	0 0.0%	0 0.0%	1 16.7%	7 31.8%	6 19.4% k	0 0.0%	7 22.6% k	8 57.1% abhj	7 28.0%	3 50.0%
6	29 15.9%	2 11.8%	4 33.3% g	4 33.3% g	1 33.3%	1 50.0% g	0 0.0%	1 4.5% bce	4 12.9%	0 0.0%	4 12.9%	1 7.1%	6 24.0%	0 0.0%
7=Greatly increased	11 6.0%	1 5.9%	3 25.0% gj	0 0.0%	1 33.3% gjk	0 0.0%	0 0.0%	0 0.0% bd	3 9.7%	0 0.0%	1 3.2% bd	0 0.0% d	2 8.0%	0 0.0%
Mean	4.06	3.59 bl	5.25 aFGhJ	4.75 Fgj	5.00	5.00	2.17 BCghKL	3.59 Bcfl	3.97 bf	---	3.58 Bcl	4.36 F	4.68 aFgj	3.83

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

## Topic 8: Marketing Organization

To what extent have your company's digital marketing activities changed the following areas in your company?

### Use of marketing data to drive decisions

	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
Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%	85 25.2%
1=Not at all	6 9.0%	7 11.5%	0 0.0%	2 7.4%	9 15.5% b	1 2.6% a	2 6.9%	0 0.0%	2 8.0%	2 12.5%	14 24.1% BC	2 2.7% A	0 0.0% A
2	10 14.9%	8 13.1%	4 15.4%	3 11.1%	7 12.1%	6 15.4%	6 20.7%	0 0.0%	2 8.0%	3 18.8%	9 15.5%	11 15.1%	5 9.8%
3	9 13.4%	12 19.7%	3 11.5%	5 18.5%	8 13.8% d	7 17.9%	6 20.7%	5 38.5% af	3 12.0%	0 0.0% d	11 19.0%	13 17.8%	5 9.8%
4	12 17.9%	5 8.2%	2 7.7%	6 22.2%	6 10.3%	8 20.5%	3 10.3%	1 7.7%	4 16.0%	2 12.5%	10 17.2%	11 15.1%	4 7.8%
5	18 26.9%	12 19.7%	10 38.5%	7 25.9%	11 19.0% f	8 20.5%	9 31.0%	4 30.8%	8 32.0%	7 43.8% a	10 17.2%	21 28.8%	16 31.4%
6	9 13.4%	12 19.7%	6 23.1%	2 7.4%	12 20.7% c	6 15.4%	1 3.4% ae	2 15.4%	6 24.0% c	2 12.5%	2 3.4% bC	12 16.4% a	15 29.4% A
7=Greatly increased	3 4.5%	5 8.2%	1 3.8%	2 7.4%	5 8.6%	3 7.7%	2 6.9%	1 7.7%	0 0.0%	0 0.0%	2 3.4%	3 4.1%	6 11.8%
Mean	3.97	4.03	4.54	4.00	4.02	4.18	3.76	4.46	4.28	3.94	3.12 BC	4.18 AC	4.96 AB

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



**Topic 8: Marketing Organization**

**To what extent have your company’s digital marketing activities changed the following areas in your company?**

**Use of marketing performance metrics to evaluate outcomes**

	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 G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
1=Not at all	17 9.4%	3 17.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	2 9.5%	6 19.4%	0 0.0%	4 12.9%	0 0.0%	1 4.0%	0 0.0%
2	23 12.7%	2 11.8%	0 0.0% f	1 8.3%	1 33.3%	0 0.0%	2 33.3% bl	3 14.3%	3 9.7%	0 0.0%	8 25.8% l	1 7.1%	1 4.0% fj	1 16.7%
3	28 15.5%	5 29.4%	2 16.7%	2 16.7%	0 0.0%	0 0.0%	1 16.7%	2 9.5%	6 19.4%	0 0.0%	5 16.1%	1 7.1%	4 16.0%	0 0.0%
4	36 19.9%	1 5.9%	2 16.7%	1 8.3%	0 0.0%	1 50.0%	1 16.7%	6 28.6%	6 19.4%	0 0.0%	5 16.1%	4 28.6%	7 28.0%	2 33.3%
5	39 21.5%	3 17.6%	2 16.7%	4 33.3%	0 0.0%	0 0.0%	1 16.7%	6 28.6%	5 16.1%	0 0.0%	6 19.4%	5 35.7%	4 16.0%	3 50.0%
6	29 16.0%	3 17.6%	5 41.7% ghJ	3 25.0%	1 33.3%	1 50.0% j	0 0.0%	2 9.5% b	3 9.7% b	0 0.0%	2 6.5% Be	2 14.3%	6 24.0%	0 0.0%
7=Greatly increased	9 5.0%	0 0.0% d	1 8.3%	1 8.3%	1 33.3% agj	0 0.0%	0 0.0%	0 0.0%	2 6.5% d	0 0.0%	1 3.2% d	1 7.1%	2 8.0%	0 0.0%
Mean	3.99	3.47 bkl	5.08 aFghJ	4.75 fj	5.00	5.00	2.83 Bckl	3.81 b	3.58 bl	---	3.35 BckL	4.64 afj	4.52 afhJ	4.17

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

## Topic 8: Marketing Organization

To what extent have your company's digital marketing activities changed the following areas in your company?

### Use of marketing performance metrics to evaluate outcomes

	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
Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%	85 25.2%
1=Not at all	7 10.4%	7 11.5%	0 0.0%	2 7.7%	8 13.8%	3 7.7%	2 6.9%	0 0.0%	3 12.0%	1 6.7%	15 26.3% BC	2 2.7% A	0 0.0% A
2	7 10.4%	12 19.7%	2 7.7%	2 7.7%	8 13.8%	6 15.4% e	6 20.7% e	2 15.4%	0 0.0% bc	1 6.7%	6 10.5%	12 16.4%	5 9.8%
3	11 16.4%	8 13.1%	5 19.2%	4 15.4%	7 12.1% d	7 17.9%	4 13.8%	5 38.5% a	3 12.0%	1 6.7%	12 21.1%	10 13.7%	6 11.8%
4	17 25.4%	9 14.8%	3 11.5%	7 26.9%	9 15.5%	8 20.5%	7 24.1%	2 15.4%	4 16.0%	5 33.3%	11 19.3%	20 27.4% c	5 9.8% b
5	14 20.9%	11 18.0%	9 34.6%	5 19.2%	11 19.0%	6 15.4%	7 24.1%	2 15.4%	9 36.0%	4 26.7%	9 15.8%	16 21.9%	14 27.5%
6	8 11.9%	12 19.7%	4 15.4%	5 19.2%	10 17.2%	6 15.4%	2 6.9%	2 15.4%	6 24.0%	3 20.0%	2 3.5% bC	11 15.1% ac	16 31.4% Ab
7=Greatly increased	3 4.5%	2 3.3%	3 11.5%	1 3.8%	5 8.6%	3 7.7%	1 3.4%	0 0.0%	0 0.0%	0 0.0%	2 3.5%	2 2.7%	5 9.8%
Mean	3.90 c	3.80 c	4.65 ab	4.15	3.98	3.97	3.72	3.77	4.36	4.27	3.12 BC	4.05 AC	4.88 AB

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

## Topic 8: Marketing Organization

To what extent have your company's digital marketing activities changed the following areas in your company?

### Technical skills required of marketers

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
1=Not at all	16 8.8%	2 11.8%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 16.7%	2 10.0%	5 16.1%	0 0.0%	4 12.5%	0 0.0%	1 4.0%	0 0.0%
2	27 14.9%	3 17.6%	2 16.7%	1 8.3%	0 0.0%	0 0.0%	1 16.7%	5 25.0%	2 6.5%	0 0.0%	8 25.0%	1 7.1%	3 12.0%	1 16.7%
3	24 13.3%	3 17.6%	0 0.0%	3 25.0%	1 33.3%	0 0.0%	2 33.3%	2 10.0%	3 9.7%	0 0.0%	5 15.6%	2 14.3%	3 12.0%	0 0.0%
4	35 19.3%	3 17.6%	4 33.3%	1 8.3%	0 0.0%	1 50.0%	0 0.0%	4 20.0%	7 22.6%	0 0.0%	6 18.8%	3 21.4%	4 16.0%	2 33.3%
5	45 24.9%	3 17.6%	3 25.0%	2 16.7%	1 33.3%	1 50.0%	2 33.3%	6 30.0%	7 22.6%	0 0.0%	6 18.8%	5 35.7%	7 28.0%	2 33.3%
6	24 13.3%	3 17.6%	2 16.7%	3 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 9.7%	0 0.0%	2 6.3%	3 21.4%	6 24.0%	1 16.7%
7=Greatly increased	10 5.5%	0 0.0%	1 8.3%	1 8.3%	1 33.3%	0 0.0%	0 0.0%	1 5.0%	4 12.9%	0 0.0%	1 3.1%	0 0.0%	1 4.0%	0 0.0%
Mean	3.98	3.65	4.50	4.25	5.00	4.50	3.17	3.55	4.10	---	3.38	4.50	4.40	4.33

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

## Topic 8: Marketing Organization

To what extent have your company's digital marketing activities changed the following areas in your company?

### Technical skills required of marketers

	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
Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%	85 25.2%
1=Not at all	7 10.4%	5 8.1%	1 3.8%	2 8.0%	7 12.1%	4 10.0%	1 3.4%	0 0.0%	3 12.0%	1 6.7%	13 23.2%	3 4.1%	0 0.0%
2	7 10.4%	12 19.4%	3 11.5%	5 20.0%	15 25.9%	6 15.0%	3 10.3%	1 7.7%	0 0.0%	2 13.3%	8 14.3%	10 13.5%	9 17.6%
3	9 13.4%	10 16.1%	3 11.5%	2 8.0%	4 6.9%	7 17.5%	4 13.8%	4 30.8%	2 8.0%	3 20.0%	10 17.9%	11 14.9%	3 5.9%
4	15 22.4%	11 17.7%	4 15.4%	5 20.0%	7 12.1%	6 15.0%	10 34.5%	5 38.5%	4 16.0%	3 20.0%	11 19.6%	16 21.6%	8 15.7%
5	16 23.9%	13 21.0%	9 34.6%	7 28.0%	16 27.6%	8 20.0%	6 20.7%	2 15.4%	8 32.0%	4 26.7%	8 14.3%	20 27.0%	17 33.3%
6	8 11.9%	8 12.9%	5 19.2%	3 12.0%	6 10.3%	7 17.5%	2 6.9%	0 0.0%	7 28.0%	2 13.3%	2 3.6%	12 16.2%	10 19.6%
7=Greatly increased	5 7.5%	3 4.8%	1 3.8%	1 4.0%	3 5.2%	2 5.0%	3 10.3%	1 7.7%	1 4.0%	0 0.0%	4 7.1%	2 2.7%	4 7.8%
Mean	4.04	3.82	4.38	3.92	3.69	3.93	4.21	3.92	4.56	3.87	3.27	4.14	4.55

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

**Topic 8: Marketing Organization**

**To what extent have your company’s digital marketing activities changed the following areas in your company?**

**Degree of marketer specialization**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
1=Not at all	25 14.1%	4 23.5%	1 8.3%	1 8.3%	1 33.3% k	0 0.0%	2 33.3% k	4 20.0%	6 20.0%	0 0.0%	4 13.3%	0 0.0% df	2 8.3%	0 0.0%
2	30 16.9%	3 17.6%	3 25.0%	0 0.0% gm	0 0.0%	0 0.0%	1 16.7%	6 30.0% c	3 10.0%	0 0.0%	8 26.7%	1 7.1%	3 12.5%	2 33.3% c
3	28 15.8%	1 5.9%	2 16.7%	3 25.0%	0 0.0%	0 0.0%	2 33.3% l	2 10.0%	5 16.7%	0 0.0%	8 26.7% l	4 28.6% l	1 4.2% fjk	0 0.0%
4	37 20.9%	4 23.5%	2 16.7%	4 33.3%	0 0.0%	1 50.0%	0 0.0%	3 15.0%	8 26.7%	0 0.0%	4 13.3%	4 28.6%	6 25.0%	1 16.7%
5	30 16.9%	2 11.8%	2 16.7%	2 16.7%	0 0.0%	1 50.0%	1 16.7%	3 15.0%	5 16.7%	0 0.0%	4 13.3%	3 21.4%	5 20.8%	2 33.3%
6	20 11.3%	3 17.6%	1 8.3%	2 16.7%	1 33.3% j	0 0.0%	0 0.0%	1 5.0%	2 6.7%	0 0.0%	1 3.3% dl	1 7.1%	6 25.0% j	1 16.7%
7=Greatly increased	7 4.0%	0 0.0% d	1 8.3%	0 0.0%	1 33.3% ahj	0 0.0%	0 0.0%	1 5.0%	1 3.3% d	0 0.0%	1 3.3% d	1 7.1%	1 4.2%	0 0.0%
Mean	3.59	3.35	3.67	4.00	4.67	4.50	2.50 kl	3.10 l	3.43	---	3.10 kL	4.14 fj	4.29 fgJ	4.00

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

## Topic 8: Marketing Organization

To what extent have your company's digital marketing activities changed the following areas in your company?

### Degree of marketer specialization

	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
	Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%
1=Not at all	8 12.3%	11 18.0%	1 3.8%	4 16.7%	11 19.3%	5 12.8%	4 13.8%	0 0.0%	3 12.0%	2 14.3%	18 32.7% BC	4 5.6% A	3 5.9% A
2	9 13.8%	14 23.0%	4 15.4%	3 12.5%	17 29.8% ce	6 15.4%	2 6.9% a	2 16.7%	1 4.0% a	2 14.3%	7 12.7%	12 16.9%	11 21.6%
3	10 15.4%	12 19.7%	3 11.5%	3 12.5%	6 10.5% cd	6 15.4%	8 27.6% a	4 33.3% a	2 8.0%	2 14.3%	9 16.4%	16 22.5% c	3 5.9% b
4	18 27.7% b	8 13.1% a	8 30.8%	3 12.5%	6 10.5% cde	9 23.1%	8 27.6% a	4 33.3% a	8 32.0% a	2 14.3%	13 23.6%	15 21.1%	9 17.6%
5	11 16.9%	8 13.1%	5 19.2%	6 25.0%	9 15.8%	6 15.4%	4 13.8%	2 16.7%	4 16.0%	4 28.6%	2 3.6% BC	15 21.1% A	13 25.5% A
6	7 10.8%	6 9.8%	3 11.5%	4 16.7%	6 10.5%	5 12.8%	1 3.4% e	0 0.0%	6 24.0% c	2 14.3%	5 9.1%	7 9.9%	8 15.7%
7=Greatly increased	2 3.1%	2 3.3%	2 7.7%	1 4.2%	2 3.5%	2 5.1%	2 6.9%	0 0.0%	1 4.0%	0 0.0%	1 1.8%	2 2.8%	4 7.8%
Mean	3.68	3.23 c	4.12 b	3.83	3.19 e	3.72	3.59	3.50	4.24 a	3.71	2.87 BC	3.76 A	4.14 A

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

**Topic 8: Marketing Organization**

**To what extent have your company’s digital marketing activities changed the following areas in your company?**

**Use of digital collaboration tools to make marketing decisions**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
1=Not at all	29 16.3%	4 23.5%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	2 33.3% kl	4 20.0%	7 22.6%	0 0.0%	9 29.0% kl	0 0.0% fj	1 4.0% fj	0 0.0%
2	29 16.3%	2 11.8%	1 9.1%	1 8.3%	0 0.0%	1 50.0%	3 50.0% hj	5 25.0%	3 9.7% f	0 0.0%	4 12.9% f	2 15.4%	6 24.0%	1 16.7%
3	27 15.2%	2 11.8%	1 9.1%	3 25.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	7 22.6%	0 0.0%	5 16.1%	3 23.1%	5 20.0%	0 0.0%
4	40 22.5%	6 35.3%	2 18.2%	3 25.0%	1 33.3%	0 0.0%	0 0.0%	7 35.0%	7 22.6%	0 0.0%	5 16.1%	3 23.1%	6 24.0%	0 0.0%
5	33 18.5%	1 5.9% bM	4 36.4% a	1 8.3% M	1 33.3%	0 0.0%	1 16.7% m	3 15.0% M	5 16.1% M	0 0.0%	6 19.4% M	2 15.4% m	4 16.0% M	5 83.3% ACfGHJK L
6	13 7.3%	1 5.9%	2 18.2% h	2 16.7% h	0 0.0%	0 0.0%	0 0.0%	0 0.0% k	0 0.0% bcK	0 0.0%	1 3.2% k	3 23.1% gHj	3 12.0%	0 0.0%
7=Greatly increased	7 3.9%	1 5.9%	1 9.1%	0 0.0% e	1 33.3% gikL	1 50.0% cGhjkL	0 0.0%	0 0.0% dE	2 6.5% e	0 0.0%	1 3.2% de	0 0.0% de	0 0.0% DE	0 0.0%
Mean	3.48	3.29 b	4.73 aFGhJl	3.50	5.33 fgj	4.50	2.17 Bdklm	3.00 Bdkm	3.26 b	---	3.06 Bd	4.08 fg	3.60 bf	4.50 fg

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

## Topic 8: Marketing Organization

To what extent have your company's digital marketing activities changed the following areas in your company?

### Use of digital collaboration tools to make marketing decisions

	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
	Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%
1=Not at all	9 13.6%	13 21.7%	2 7.7%	4 16.0%	14 24.6% bd	3 7.9% a	6 20.7%	0 0.0%	3 12.0% a	3 20.0%	19 33.9% BC	8 11.1% A	2 4.0% A
2	16 24.2% d	9 15.0%	3 11.5%	1 4.0% a	8 14.0%	11 28.9% e	5 17.2%	1 7.7%	2 8.0% b	2 13.3%	7 12.5%	14 19.4%	8 16.0%
3	10 15.2%	8 13.3%	6 23.1%	3 12.0%	4 7.0% bD	9 23.7% af	5 17.2%	6 46.2% AEF	2 8.0% D	0 0.0% bD	12 21.4%	11 15.3%	4 8.0%
4	16 24.2%	10 16.7%	8 30.8%	6 24.0%	10 17.5%	8 21.1%	7 24.1%	2 15.4%	7 28.0%	6 40.0%	11 19.6%	20 27.8%	9 18.0%
5	11 16.7%	11 18.3%	4 15.4%	7 28.0%	11 19.3%	7 18.4%	3 10.3%	2 15.4%	8 32.0%	2 13.3%	5 8.9% c	14 19.4%	14 28.0% a
6	3 4.5%	6 10.0%	2 7.7%	2 8.0%	6 10.5% b	0 0.0% aef	1 3.4%	1 7.7%	3 12.0% b	2 13.3% b	2 3.6% c	2 2.8% C	9 18.0% aB
7=Greatly increased	1 1.5%	3 5.0%	1 3.8%	2 8.0%	4 7.0%	0 0.0%	2 6.9%	1 7.7%	0 0.0%	0 0.0%	0 0.0% c	3 4.2%	4 8.0% a
Mean	3.26	3.45	3.73	4.00	3.53	3.13 e	3.24	3.92	3.96 b	3.53	2.68 BC	3.50 AC	4.36 AB

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



**Topic 8: Marketing Organization**

**To what extent have your company’s digital marketing activities changed the following areas in your company?**

**Level of cross-functional cooperation to perform marketing**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
1=Not at all	23 12.8%	2 11.8%	1 9.1%	1 8.3%	1 33.3%	0 0.0%	2 33.3% l	3 15.8%	5 16.1%	0 0.0%	6 18.8%	1 7.1%	1 4.0% f	0 0.0%
2	25 14.0%	3 17.6% 1	1 9.1%	2 16.7% 1	0 0.0%	0 0.0%	2 33.3% kL	6 31.6% kL	6 19.4% 1	0 0.0%	4 12.5%	0 0.0% fg	0 0.0% acFGhm	1 16.7% 1
3	28 15.6%	2 11.8%	1 9.1%	4 33.3% g	1 33.3%	0 0.0%	0 0.0%	1 5.3% c	4 12.9%	0 0.0%	7 21.9%	4 28.6%	3 12.0%	1 16.7%
4	29 16.2%	4 23.5%	1 9.1%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	4 21.1%	6 19.4%	0 0.0%	5 15.6%	1 7.1%	5 20.0%	1 16.7%
5	39 21.8%	2 11.8%	4 36.4%	1 8.3%	0 0.0%	1 50.0%	2 33.3%	3 15.8%	7 22.6%	0 0.0%	5 15.6%	5 35.7%	7 28.0%	2 33.3%
6	27 15.1%	3 17.6%	3 27.3%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	2 6.5% 1	0 0.0%	3 9.4% 1	2 14.3%	8 32.0% hj	1 16.7%
7=Greatly increased	8 4.5%	1 5.9%	0 0.0% e	0 0.0% e	1 33.3% gh	1 50.0% bcGhjl	0 0.0%	0 0.0% dE	1 3.2% de	0 0.0%	2 6.3% e	1 7.1%	1 4.0% e	0 0.0%
Mean	3.83	3.82	4.36	3.50 l	3.67	6.00 gh	2.67 L	3.21 eL	3.45 eL	---	3.50 L	4.36	4.80 cFGHJ	4.17

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

## Topic 8: Marketing Organization

To what extent have your company's digital marketing activities changed the following areas in your company?

### Level of cross-functional cooperation to perform marketing

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%
1=Not at all	8 11.9%	10 16.4%	1 3.8%	3 12.5%	13 22.8%	3 7.5%	2 6.9%	0 0.0%	3 12.5%	2 13.3%	15 27.3%	4 5.4%	4 8.0%
2	8 11.9%	9 14.8%	5 19.2%	3 12.5%	9 15.8%	7 17.5%	6 20.7%	1 7.7%	1 4.2%	1 6.7%	4 7.3%	14 18.9%	7 14.0%
3	10 14.9%	11 18.0%	5 19.2%	2 8.3%	5 8.8%	8 20.0%	8 27.6%	2 15.4%	1 4.2%	4 26.7%	11 20.0%	13 17.6%	4 8.0%
4	11 16.4%	7 11.5%	5 19.2%	6 25.0%	7 12.3%	6 15.0%	3 10.3%	4 30.8%	6 25.0%	2 13.3%	9 16.4%	15 20.3%	5 10.0%
5	17 25.4%	13 21.3%	5 19.2%	4 16.7%	10 17.5%	7 17.5%	7 24.1%	5 38.5%	5 20.8%	5 33.3%	5 9.1%	20 27.0%	14 28.0%
6	10 14.9%	9 14.8%	3 11.5%	5 20.8%	9 15.8%	8 20.0%	2 6.9%	1 7.7%	6 25.0%	1 6.7%	9 16.4%	6 8.1%	12 24.0%
7=Greatly increased	3 4.5%	2 3.3%	2 7.7%	1 4.2%	4 7.0%	1 2.5%	1 3.4%	0 0.0%	2 8.3%	0 0.0%	2 3.6%	2 2.7%	4 8.0%
Mean	3.94	3.64	3.96	4.00	3.61	3.88	3.59	4.23	4.46	3.67	3.36 C	3.80 c	4.40 Ab

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

**Topic 8: Marketing Organization**

**To what extent have your company’s digital marketing activities changed the following areas in your company?**

**Use of customer managers more than brand or product/service managers**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
1=Not at all	48 26.8%	4 25.0%	1 8.3% k	4 33.3%	1 33.3%	1 50.0%	3 50.0%	7 35.0% 1	10 32.3% 1	0 0.0%	8 25.0%	7 50.0% bLm	2 8.3% fghK	0 0.0% k
2	35 19.6%	4 25.0%	2 16.7%	4 33.3% k	1 33.3% k	0 0.0%	1 16.7%	3 15.0%	5 16.1%	0 0.0%	8 25.0% k	0 0.0% cdjm	5 20.8%	2 33.3% k
3	25 14.0%	0 0.0% 1	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 16.7%	4 20.0%	5 16.1%	0 0.0%	5 15.6%	3 21.4%	6 25.0% a	0 0.0%
4	35 19.6%	5 31.3%	6 50.0% cfgjk	1 8.3% b	0 0.0%	0 0.0%	0 0.0% b	3 15.0% b	7 22.6%	0 0.0%	4 12.5% b	1 7.1% b	6 25.0%	2 33.3%
5	18 10.1%	1 6.3%	0 0.0% em	0 0.0% em	0 0.0%	1 50.0% bcgh	1 16.7%	1 5.0% e	2 6.5% e	0 0.0%	5 15.6%	2 14.3%	3 12.5%	2 33.3% bc
6	13 7.3%	2 12.5%	1 8.3%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	2 10.0%	1 3.2%	0 0.0%	1 3.1%	1 7.1%	2 8.3%	0 0.0%
7=Greatly increased	5 2.8%	0 0.0% d	2 16.7% 1	0 0.0%	1 33.3% aghjkL	0 0.0%	0 0.0%	0 0.0% d	1 3.2% d	0 0.0%	1 3.1% d	0 0.0% d	0 0.0% bD	0 0.0%
Mean	2.99	3.06	4.08 fghk	2.58	3.33	3.00	2.17 b	2.70 b	2.77 b	---	2.91	2.57 b	3.38	3.67

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

## Topic 8: Marketing Organization

**To what extent have your company's digital marketing activities changed the following areas in your company?**  
**Use of customer managers more than brand or product/service managers**

	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
	Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%
1=Not at all	16 24.2%	13 21.0%	10 38.5%	8 33.3%	16 27.6%	12 30.8%	5 17.2%	2 16.7%	7 28.0%	5 33.3%	23 41.8% C	21 28.8% C	4 7.8% AB
2	11 16.7%	11 17.7%	8 30.8%	5 20.8%	11 19.0%	5 12.8%	9 31.0%	1 8.3%	6 24.0%	3 20.0%	7 12.7% b	20 27.4% a	8 15.7%
3	15 22.7% b	6 9.7% a	2 7.7%	2 8.3%	6 10.3%	8 20.5% e	5 17.2% e	3 25.0% e	0 0.0% bcdf	3 20.0% e	11 20.0%	6 8.2%	8 15.7%
4	14 21.2%	13 21.0%	3 11.5%	5 20.8%	9 15.5%	7 17.9%	7 24.1%	3 25.0%	6 24.0%	3 20.0%	11 20.0%	16 21.9%	8 15.7%
5	7 10.6%	8 12.9%	1 3.8%	2 8.3%	8 13.8%	5 12.8%	1 3.4%	1 8.3%	3 12.0%	0 0.0%	0 0.0% bC	5 6.8% aC	13 25.5% AB
6	3 4.5%	8 12.9%	1 3.8%	1 4.2%	4 6.9%	2 5.1%	1 3.4%	2 16.7%	3 12.0%	1 6.7%	3 5.5%	4 5.5%	6 11.8%
7=Greatly increased	0 0.0%	3 4.8%	1 3.8%	1 4.2%	4 6.9%	0 0.0%	1 3.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0% c	1 1.4%	4 7.8% a
Mean	2.91	3.45 c	2.38 b	2.79	3.17	2.85	2.90	3.50	3.04	2.53	2.40 C	2.73 C	4.02 AB

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

## Topic 9: Marketing Leadership

### What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Brand	165 88.7%	17 94.4%	11 84.6%	13 100.0%	3 100.0%	2 66.7%	6 100.0%	17 85.0%	25 80.6%	0 0.0%	28 84.8%	13 92.9%	24 96.0%	5 83.3%
Digital marketing	143 76.9%	15 83.3%	10 76.9%	10 76.9%	3 100.0%	2 66.7%	3 50.0%	17 85.0%	21 67.7%	0 0.0%	23 69.7%	11 78.6%	22 88.0%	5 83.3%
Advertising	141 75.8%	15 83.3%	12 92.3%	12 92.3%	3 100.0%	3 100.0%	4 66.7%	14 70.0%	21 67.7%	0 0.0%	21 63.6%	13 92.9%	17 68.0%	5 83.3%
Social media	132 71.0%	13 72.2%	10 76.9%	12 92.3%	3 100.0%	2 66.7%	2 33.3%	12 60.0%	17 54.8%	0 0.0%	21 63.6%	13 92.9%	21 84.0%	5 83.3%
Public relations	129 69.4%	13 72.2%	9 69.2%	9 69.2%	3 100.0%	2 66.7%	4 66.7%	11 55.0%	19 61.3%	0 0.0%	24 72.7%	11 78.6%	20 80.0%	4 66.7%
Positioning	126 67.7%	8 44.4%	11 84.6%	11 84.6%	3 100.0%	2 66.7%	5 83.3%	11 55.0%	19 61.3%	0 0.0%	20 60.6%	10 71.4%	21 84.0%	4 66.7%
Marketing research	125 67.2%	11 61.1%	9 69.2%	9 69.2%	2 66.7%	2 66.7%	4 66.7%	12 60.0%	21 67.7%	0 0.0%	21 63.6%	12 85.7%	19 76.0%	2 33.3%
Promotion	124 66.7%	15 83.3%	10 76.9%	11 84.6%	3 100.0%	3 100.0%	4 66.7%	10 50.0%	19 61.3%	0 0.0%	18 54.5%	11 78.6%	16 64.0%	4 66.7%
Marketing analytics	122 65.6%	14 77.8%	9 69.2%	8 61.5%	3 100.0%	2 66.7%	4 66.7%	12 60.0%	17 54.8%	0 0.0%	20 60.6%	9 64.3%	21 84.0%	2 33.3%

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

## Topic 9: Marketing Leadership

### What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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
Lead generation	105 56.5%	11 61.1% ckl	8 61.5% k	3 23.1% aehLm	2 66.7%	3 100.0% ck	2 33.3%	9 45.0% L	20 64.5% ckl	0 0.0%	16 48.5% L	3 21.4% abehLm	22 88.0% aCFGhJK	5 83.3% ck
Competitive intelligence	93 50.0%	11 61.1%	7 53.8%	8 61.5%	3 100.0%	1 33.3%	2 33.3%	8 40.0%	16 51.6%	0 0.0%	17 51.5%	7 50.0%	11 44.0%	2 33.3%
Insight	91 48.9%	6 33.3% C	8 61.5%	11 84.6% Afhjl	2 66.7%	2 66.7%	2 33.3% c	12 60.0%	13 41.9% c	0 0.0%	14 42.4% c	7 50.0%	10 40.0% c	3 50.0%
Customer relationship management	80 43.0%	7 38.9%	5 38.5%	7 53.8%	3 100.0% gl	2 66.7%	2 33.3%	6 30.0% d	13 41.9%	0 0.0%	17 51.5%	6 42.9%	8 32.0% d	3 50.0%
Customer experience	75 40.3%	6 33.3% d	6 46.2%	6 46.2%	3 100.0% afhl	2 66.7%	1 16.7% d	9 45.0%	11 35.5% d	0 0.0%	13 39.4%	8 57.1%	7 28.0% d	2 33.3%
New products	68 36.6%	6 33.3% C	2 15.4% Cfh	11 84.6% ABGhJKL	1 33.3%	2 66.7%	4 66.7% bl	5 25.0% C	16 51.6% bcL	0 0.0%	10 30.3% C	4 28.6% C	4 16.0% CfH	3 50.0%
Market entry strategies	64 34.4%	8 44.4%	3 23.1% c	9 69.2% bghjKm	2 66.7%	2 66.7%	2 33.3%	5 25.0% c	9 29.0% c	0 0.0%	10 30.3% c	2 14.3% C	10 40.0%	1 16.7% c
e-commerce	61 32.8%	4 22.2% k	5 38.5%	7 53.8% jl	2 66.7%	2 66.7%	2 33.3%	4 20.0% k	11 35.5%	0 0.0%	7 21.2% cK	9 64.3% agJL	5 20.0% cK	2 33.3%
Innovation	59 31.7%	3 16.7% Cg	5 38.5% cl	11 84.6% AbeHJKL m	1 33.3%	0 0.0% c	3 50.0% 1	10 50.0% aL	8 25.8% C	0 0.0%	10 30.3% Cl	3 21.4% C	2 8.0% bCfGj	2 33.3% c

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

**Topic 9: Marketing Leadership**

**What is marketing primarily responsible for in your firm?**

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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
Revenue Growth	54 29.0%	5 27.8%	6 46.2%	7 53.8%	3 100.0%	1 33.3%	1 16.7%	7 35.0%	6 19.4%	0 0.0%	6 18.2%	5 35.7%	5 20.0%	2 33.3%
		d		hjl	afgHJL		d	d	cD		cD		cD	
Pricing	51 27.4%	5 27.8%	5 38.5%	8 61.5%	0 0.0%	1 33.3%	3 50.0%	5 25.0%	4 12.9%	0 0.0%	7 21.2%	3 21.4%	7 28.0%	3 50.0%
				gHjk			h	c	Cfm		c	c		h
Sales	42 22.6%	4 22.2%	6 46.2%	0 0.0%	1 33.3%	1 33.3%	0 0.0%	4 20.0%	8 25.8%	0 0.0%	9 27.3%	3 21.4%	5 20.0%	1 16.7%
			c	bdehj	c	c			c		c			
Customer service	40 21.5%	2 11.1%	5 38.5%	2 15.4%	0 0.0%	1 33.3%	1 16.7%	7 35.0%	6 19.4%	0 0.0%	8 24.2%	3 21.4%	2 8.0%	2 33.3%
			1					1					bg	
Market selection	37 19.9%	4 22.2%	3 23.1%	5 38.5%	1 33.3%	1 33.3%	2 33.3%	3 15.0%	7 22.6%	0 0.0%	5 15.2%	1 7.1%	4 16.0%	1 16.7%
Distribution	19 10.2%	5 27.8%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	2 6.5%	0 0.0%	6 18.2%	1 7.1%	2 8.0%	1 16.7%
		bgh	a					aj	a		g			
Stock market performance	1 0.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.2%	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 Leadership

### What is marketing primarily responsible for in your firm?

	Total	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
Brand	165 88.7%	59 86.8% c	54 88.5%	27 100.0% ad	24 82.8% c	49 81.7%	37 92.5%	25 86.2%	12 92.3%	23 92.0%	17 100.0%	50 89.3%	68 88.3%	46 88.5%
Digital marketing	143 76.9%	51 75.0%	44 72.1%	24 88.9%	24 82.8%	43 71.7%	32 80.0%	24 82.8%	12 92.3%	18 72.0%	12 70.6%	38 67.9% c	61 79.2%	44 84.6% a
Advertising	141 75.8%	50 73.5% c	43 70.5% c	25 92.6% ab	23 79.3%	39 65.0% c	30 75.0%	26 89.7% a	10 76.9%	21 84.0%	13 76.5%	38 67.9% b	65 84.4% a	38 73.1%
Social media	132 71.0%	49 72.1%	42 68.9%	21 77.8%	20 69.0%	35 58.3% b	33 82.5% a	23 79.3%	10 76.9%	18 72.0%	12 70.6%	34 60.7% c	57 74.0%	41 78.8% a
Public relations	129 69.4%	43 63.2%	45 73.8%	20 74.1%	20 69.0%	39 65.0% b	34 85.0% aef	22 75.9%	8 61.5%	15 60.0% b	9 52.9% b	38 67.9%	52 67.5%	39 75.0%
Positioning	126 67.7%	46 67.6%	42 68.9%	20 74.1%	17 58.6%	39 65.0%	25 62.5%	21 72.4%	11 84.6%	16 64.0%	14 82.4%	32 57.1% c	53 68.8%	41 78.8% a
Marketing research	125 67.2%	50 73.5%	41 67.2%	18 66.7%	16 55.2%	32 53.3% Bf	32 80.0% A	19 65.5%	8 61.5%	17 68.0%	15 88.2% a	37 66.1%	54 70.1%	34 65.4%
Promotion	124 66.7%	46 67.6%	37 60.7% c	23 85.2% b	18 62.1%	34 56.7%	28 70.0%	22 75.9%	10 76.9%	15 60.0%	14 82.4%	31 55.4% b	57 74.0% a	36 69.2%
Marketing analytics	122 65.6%	46 67.6%	41 67.2%	15 55.6%	20 69.0%	32 53.3% Bf	32 80.0% A	17 58.6%	9 69.2%	18 72.0%	14 82.4% a	36 64.3%	53 68.8%	33 63.5%

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



## Topic 9: Marketing Leadership

### What is marketing primarily responsible for in your firm?

	Total	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
Lead generation	105 56.5%	48 70.6%	37 60.7%	8 29.6%	12 41.4%	42 70.0%	21 52.5%	14 48.3%	6 46.2%	15 60.0%	7 41.2%	32 57.1%	36 46.8%	37 71.2%
		CD	C	AB	A	cf		a			a		C	B
Competitive intelligence	93 50.0%	33 48.5%	35 57.4%	12 44.4%	13 44.8%	25 41.7%	24 60.0%	14 48.3%	9 69.2%	9 36.0%	10 58.8%	28 50.0%	37 48.1%	28 53.8%
Insight	91 48.9%	28 41.2%	31 50.8%	17 63.0%	15 51.7%	25 41.7%	19 47.5%	13 44.8%	6 46.2%	14 56.0%	14 82.4%	19 33.9%	42 54.5%	30 57.7%
						F	f	f	f		Abcd	bc	a	a
Customer relationship management	80 43.0%	22 32.4%	27 44.3%	15 55.6%	16 55.2%	25 41.7%	17 42.5%	9 31.0%	7 53.8%	10 40.0%	10 58.8%	19 33.9%	33 42.9%	28 53.8%
		cd		a	a							c		a
Customer experience	75 40.3%	23 33.8%	22 36.1%	16 59.3%	14 48.3%	23 38.3%	19 47.5%	9 31.0%	6 46.2%	11 44.0%	6 35.3%	17 30.4%	28 36.4%	30 57.7%
		c	c	ab								C	c	Ab
New products	68 36.6%	29 42.6%	16 26.2%	16 59.3%	7 24.1%	22 36.7%	10 25.0%	9 31.0%	6 46.2%	13 52.0%	8 47.1%	22 39.3%	29 37.7%	17 32.7%
			C	Bd	c		e			b				
Market entry strategies	64 34.4%	25 36.8%	20 32.8%	10 37.0%	9 31.0%	18 30.0%	17 42.5%	11 37.9%	2 15.4%	8 32.0%	8 47.1%	15 26.8%	25 32.5%	24 46.2%
												c		a
e-commerce	61 32.8%	20 29.4%	14 23.0%	15 55.6%	12 41.4%	19 31.7%	17 42.5%	6 20.7%	3 23.1%	9 36.0%	7 41.2%	4 7.1%	30 39.0%	27 51.9%
		c	C	aB								BC	A	A
Innovation	59 31.7%	20 29.4%	16 26.2%	10 37.0%	13 44.8%	18 30.0%	10 25.0%	8 27.6%	5 38.5%	8 32.0%	10 58.8%	18 32.1%	26 33.8%	15 28.8%
						f	f	f			abc			

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

## Topic 9: Marketing Leadership

### What is marketing primarily responsible for in your firm?

	Total	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
Revenue Growth	54 29.0%	18 26.5%	15 24.6%	12 44.4%	9 31.0%	18 30.0%	10 25.0%	7 24.1%	1 7.7%	7 28.0%	11 64.7%	10 17.9%	23 29.9%	21 40.4%
						f	F	F	F	f	aBCDe	c		a
Pricing	51 27.4%	19 27.9%	14 23.0%	11 40.7%	7 24.1%	17 28.3%	7 17.5%	6 20.7%	6 46.2%	6 24.0%	9 52.9%	10 17.9%	24 31.2%	17 32.7%
							dF	f	b		Bc			
Sales	42 22.6%	15 22.1%	17 27.9%	4 14.8%	6 20.7%	21 35.0%	8 20.0%	5 17.2%	2 15.4%	2 8.0%	4 23.5%	10 17.9%	11 14.3%	21 40.4%
						e				a		c	C	aB
Customer service	40 21.5%	10 14.7%	14 23.0%	8 29.6%	8 27.6%	21 35.0%	6 15.0%	4 13.8%	2 15.4%	4 16.0%	3 17.6%	10 17.9%	10 13.0%	20 38.5%
						bc	a	a				c	C	aB
Market selection	37 19.9%	16 23.5%	13 21.3%	4 14.8%	4 13.8%	15 25.0%	8 20.0%	3 10.3%	1 7.7%	4 16.0%	6 35.3%	9 16.1%	18 23.4%	10 19.2%
								f			c			
Distribution	19 10.2%	6 8.8%	8 13.1%	2 7.4%	3 10.3%	4 6.7%	4 10.0%	5 17.2%	1 7.7%	2 8.0%	2 11.8%	6 10.7%	7 9.1%	6 11.5%
Stock market performance	1 0.5%	1 1.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	1 1.8%	0 0.0%	0 0.0%

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

**Topic 9: Marketing Leadership**

**How many direct and indirect reports do you have?**

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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
How many direct reports do you have?	178 6.00 7.47	18 5.78 3.15 cJ	11 7.09 5.96 J	12 3.42 2.87 a	2 8.00 2.83 j	3 4.33 1.15	6 6.33 4.97 j	23 7.36 11.67	26 7.60 9.44 j	1 42.68 ---	33 3.15 2.81 ABdfhL	13 4.08 2.47	23 7.42 8.54 J	6 5.33 2.34
How many indirect reports (dotted-line) reports do you have?	168 28.81 115.51	16 17.75 34.12	11 34.91 57.61 l	12 11.67 15.38	2 13.00 12.73	3 13.33 15.28	5 13.20 26.24	21 60.24 148.25	25 26.40 56.39	0 ---	33 9.42 27.51	12 115.96 367.15	21 5.33 6.82 bM	6 24.33 24.32 L

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

## Topic 9: Marketing Leadership

### How many direct and indirect reports do you have?

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?	64 9.30 10.89 Bcd	60 3.82 2.88 A	25 4.52 4.29 a	28 4.25 3.36 a	56 3.00 3.40 BCDEF	39 4.97 3.72 AdeF	28 6.07 3.22 Af	12 9.56 12.23 Ab	23 8.51 8.65 Ab	18 12.06 14.53 ABc	56 5.83 6.61	74 5.98 7.38	46 5.34 6.84
How many indirect reports (dotted-line) reports do you have?	57 21.18 49.98	58 19.05 80.58	25 74.18 254.88	28 24.07 60.23	54 7.26 20.99 DEF	37 9.38 11.43 deF	27 14.11 28.47 f	12 75.08 174.42 Ab	22 31.41 52.77 Ab	14 60.50 100.38 ABc	53 36.14 176.78	70 34.37 89.94	45 11.53 24.51

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

**Topic 9: 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.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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	
In your current role?	180	18	11	12	2	3	6	23	26	1	34	13	24	6
	6.68	7.67	7.48	4.13	4.75	12.37	2.00	6.02	7.14	20.00	7.89	7.37	4.55	8.67
	5.95	6.63	7.47	3.19	3.18	10.31	1.67	4.99	5.18	---	6.48	6.46	5.47	5.68
			em			cfl	ehjm		f		fl		ej	cf
In any role?	171	17	11	12	2	3	6	21	26	0	31	13	23	5
	10.84	9.69	11.73	5.38	15.25	15.93	5.33	11.49	15.13	---	12.08	11.41	5.95	17.16
	9.45	8.44	10.51	4.90	18.03	15.42	7.34	7.90	10.25	---	9.14	10.98	7.23	12.17
			egHjm			c	h	cl	CfL		cl		gHjm	cl

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

## Topic 9: 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 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
	In your current role?	64 5.58 5.29 b	61 8.17 6.52 a	25 5.65 5.29	29 6.92 6.27	58 7.92 6.54	39 5.43 5.33	28 7.09 5.43	12 7.29 6.86	23 5.10 4.15	18 5.79 6.28	56 6.94 6.10	75 6.62 6.08
In any role?	62 10.31 9.08	58 12.61 9.78	24 9.85 9.63	26 9.28 9.46	53 9.95 8.39	37 8.65 9.64	28 12.70 10.23	12 14.65 10.15	22 10.56 9.35	17 12.16 9.21	52 11.00 10.29	72 11.95 9.90	45 8.70 7.52

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

## Topic 9: Marketing Leadership

### Which 3 of the factors below do you think help to make a CMO most effective in their position? (Rank 1 - 3, 1 ranked most important)

Number	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Wholesale K	Tech Software Biotech L	Trans- portation M
<u>Being the voice of the customer at the leadership table</u>														
% Rank 1	27	11.1%	10.0%	9.1%	50.0%	33.3%	0.0%	30.0%	15.4%	--	15.2%	38.5%	5.0%	0.0%
% Rank 1-3	59	9.3%	13.3%	9.1%	16.7%	11.1%	17.6%	15.3%	10.3%	--	14.1%	15.8%	6.7%	8.3%
<u>Having an enterprise-wide business mindset and understanding</u>														
% Rank 1	25	11.1%	10.0%	9.1%	0.0%	0.0%	33.3%	10.0%	11.5%	--	24.2%	15.4%	15.0%	25.0%
% Rank 1-3	67	18.5%	6.7%	9.1%	0.0%	0.0%	17.6%	13.6%	11.5%	--	16.2%	18.4%	11.7%	16.7%
<u>Having the ability to demonstrate quantitative impact of marketing efforts</u>														
% Rank 1	24	16.7%	10.0%	9.1%	50.0%	33.3%	0.0%	20.0%	3.8%	--	12.1%	15.4%	30.0%	0.0%
% Rank 1-3	71	16.7%	13.3%	18.2%	16.7%	22.2%	0.0%	13.6%	15.4%	--	9.1%	13.2%	23.3%	8.3%
<u>Playing a key role in company growth Initiatives</u>														
% Rank 1	21	11.1%	0.0%	18.2%	0.0%	0.0%	33.3%	10.0%	7.7%	--	12.1%	15.4%	20.0%	25.0%
% Rank 1-3	73	9.3%	16.7%	12.1%	33.3%	22.2%	17.6%	11.9%	15.4%	--	15.2%	15.8%	18.3%	8.3%
<u>Having direct sales/customer-facing experience</u>														
% Rank 1	19	0.0%	20.0%	9.1%	0.0%	0.0%	33.3%	5.0%	23.1%	--	15.2%	0.0%	10.0%	0.0%
% Rank 1-3	42	1.9%	6.7%	6.1%	0.0%	0.0%	17.6%	3.4%	11.5%	--	11.1%	5.3%	13.3%	16.7%

## Topic 9: Marketing Leadership

### **Which 3 of the factors below do you think help to make a CMO most effective in their position? (Rank 1 - 3, 1 ranked most important)**

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
<u>Having significant input to the budgeting and strategic planning processes</u>														
% Rank 1	12	11.1%	10.0%	18.2%	0.0%	33.3%	0.0%	0.0%	11.5%	--	3.0%	7.7%	5.0%	0.0%
% Rank 1-3	41	9.3%	3.3%	15.2%	0.0%	11.1%	5.9%	8.5%	9.0%	--	9.1%	5.3%	8.3%	0.0%
<u>Proactively leading C-suite collaborations to drive cross-functional initiatives across the organization</u>														
% Rank 1	12	5.6%	10.0%	9.1%	0.0%	0.0%	0.0%	5.0%	15.4%	--	6.1%	0.0%	10.0%	0.0%
% Rank 1-3	47	11.1%	3.3%	12.1%	33.3%	11.1%	11.8%	10.2%	9.0%	--	9.1%	7.9%	8.3%	8.3%
<u>Understanding current and future marketing technologies</u>														
% Rank 1	11	11.1%	20.0%	9.1%	0.0%	0.0%	0.0%	10.0%	0.0%	--	6.1%	7.7%	0.0%	25.0%
% Rank 1-3	36	7.4%	10.0%	6.1%	0.0%	0.0%	5.9%	5.1%	2.6%	--	4.0%	5.3%	0.0%	16.7%
<u>Acting with strong leadership and motivation skills</u>														
% Rank 1	10	5.6%	10.0%	9.1%	0.0%	0.0%	0.0%	10.0%	7.7%	--	6.1%	0.0%	5.0%	0.0%
% Rank 1-3	32	5.6%	10.0%	6.1%	0.0%	11.1%	0.0%	11.9%	7.7%	--	7.1%	5.3%	1.7%	0.0%
<u>Knowing how to use customer data and analytics</u>														
% Rank 1	5	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	--	0.0%	0.0%	0.0%	25.0%
% Rank 1-3	27	9.3%	10.0%	3.0%	0.0%	11.1%	5.9%	6.8%	3.8%	--	3.0%	5.3%	3.3%	16.7%



## Topic 9: Marketing Leadership

### **Which 3 of the factors below do you think help to make a CMO most effective in their position? (Rank 1 - 3, 1 ranked most important)**

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
<u>Being the voice of the customer at the leadership table</u>													
% Rank 1	19.6%	13.1%	17.4%	16.0%	14.5%	13.5%	21.4%	25.0%	6.3%	25.0%	8.0%	20.8%	16.3%
% Rank 1-3	10.7%	14.3%	13.4%	6.7%	12.9%	10.8%	12.0%	13.9%	6.3%	16.7%	9.2%	15.0%	9.5%
<u>Having an enterprise-wide business mindset and understanding</u>													
% Rank 1	10.7%	18.0%	13.0%	16.0%	20.0%	13.5%	14.3%	8.3%	12.5%	12.5%	16.0%	13.9%	16.3%
% Rank 1-3	12.5%	14.8%	10.4%	14.7%	14.1%	13.5%	13.3%	13.9%	12.5%	14.6%	15.8%	13.1%	11.9%
<u>Having the ability to demonstrate quantitative impact of marketing efforts</u>													
% Rank 1	12.5%	11.5%	13.0%	28.0%	10.9%	16.2%	10.7%	16.7%	25.0%	12.5%	12.0%	11.1%	23.3%
% Rank 1-3	13.1%	11.0%	16.4%	24.0%	12.3%	16.2%	14.5%	22.2%	18.8%	6.3%	12.5%	13.1%	19.0%
<u>Playing a key role in company growth initiatives</u>													
% Rank 1	14.3%	13.1%	13.0%	8.0%	7.3%	16.2%	3.6%	16.7%	18.8%	25.0%	18.0%	13.9%	4.7%
% Rank 1-3	17.9%	14.8%	13.4%	9.3%	11.7%	17.1%	18.1%	13.9%	14.6%	14.6%	15.1%	14.5%	14.3%
<u>Having direct sales/customer-facing experience</u>													
% Rank 1	12.5%	18.0%	4.3%	0.0%	20.0%	8.1%	14.3%	0.0%	0.0%	6.3%	14.0%	8.3%	14.0%
% Rank 1-3	10.1%	10.4%	6.0%	2.7%	12.9%	8.1%	8.4%	8.3%	2.1%	2.1%	9.9%	7.0%	9.5%

## Topic 9: Marketing Leadership

### **Which 3 of the factors below do you think help to make a CMO most effective in their position? (Rank 1 - 3, 1 ranked most important)**

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
<u>Having significant input to the budgeting and strategic planning processes</u>													
% Rank 1	8.9%	3.3%	17.4%	4.0%	7.3%	5.4%	14.3%	8.3%	6.3%	0.0%	8.0%	6.9%	7.0%
% Rank 1-3	7.7%	7.7%	13.4%	6.7%	8.6%	8.1%	9.6%	2.8%	6.3%	10.4%	7.2%	7.9%	10.3%
<u>Proactively leading C-suite collaborations to drive cross-functional initiatives across the organization</u>													
% Rank 1	8.9%	8.2%	4.3%	4.0%	1.8%	13.5%	7.1%	8.3%	6.3%	12.5%	8.0%	9.7%	2.3%
% Rank 1-3	10.1%	9.9%	6.0%	10.7%	3.7%	10.8%	9.6%	13.9%	16.7%	16.7%	9.2%	11.7%	5.6%
<u>Understanding current and future marketing technologies</u>													
% Rank 1	3.6%	6.6%	8.7%	12.0%	10.9%	2.7%	0.0%	8.3%	18.8%	0.0%	6.0%	4.2%	11.6%
% Rank 1-3	4.8%	7.1%	10.4%	9.3%	12.3%	3.6%	3.6%	5.6%	6.3%	4.2%	7.9%	4.2%	11.9%
<u>Acting with strong leadership and motivation skills</u>													
% Rank 1	5.4%	6.6%	8.7%	4.0%	5.5%	5.4%	10.7%	8.3%	0.0%	6.3%	8.0%	6.9%	2.3%
% Rank 1-3	6.5%	5.5%	7.5%	8.0%	4.9%	8.1%	8.4%	5.6%	4.2%	8.3%	7.2%	7.9%	3.2%
<u>Knowing how to use customer data and analytics</u>													
% Rank 1	3.6%	1.6%	0.0%	8.0%	1.8%	5.4%	3.6%	0.0%	6.3%	0.0%	2.0%	4.2%	2.3%
% Rank 1-3	6.5%	4.4%	3.0%	8.0%	6.7%	3.6%	2.4%	0.0%	12.5%	6.3%	5.9%	5.6%	4.8%

**Topic 9: Marketing Leadership**

**In your experience, what title most accurately reflects the contributions of your company's top marketing leader to the C-suite?**

	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 G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Total	347 100.0%	28 8.1%	27 7.8%	20 5.8%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.4%	3 0.9%	62 17.9%	30 8.6%	57 16.4%	11 3.2%
Chief Marketing Officer	120 68.6%	13 72.2%	6 54.5%	7 58.3%	1 50.0%	3 100.0%	4 66.7%	15 68.2%	19 76.0%	0 0.0%	22 68.8%	7 53.8%	18 75.0%	5 83.3%
Chief Brand Officer	16 9.1%	2 11.1%	1 9.1%	3 25.0%	1 50.0%	0 0.0%	1 16.7%	2 9.1%	1 4.0%	0 0.0%	2 6.3%	1 7.7%	2 8.3%	0 0.0%
Chief Growth Officer	10 5.7%	1 5.6%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 16.7%	1 4.5%	0 0.0%	0 0.0%	4 12.5%	1 7.7%	1 4.2%	0 0.0%
Chief Marketing & Technology Officer	10 5.7%	2 11.1%	1 9.1%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 12.0%	0 0.0%	2 6.3%	0 0.0%	1 4.2%	0 0.0%
Chief Revenue Officer	8 4.6%	0 0.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	1 4.0%	0 0.0%	1 3.1%	3 23.1%	0 0.0%	0 0.0%
Chief Commercial Officer	4 2.3%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Chief Customer Officer	4 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 4.2%	1 16.7%
Chief Digital Officer	3 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	1 4.2%	0 0.0%

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

## Topic 9: Marketing Leadership

### In your experience, what title most accurately reflects the contributions of your company's top marketing leader to the C-suite?

	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
Total	124 35.6%	120 34.5%	50 14.4%	54 15.5%	111 32.2%	59 17.1%	58 16.8%	26 7.5%	50 14.5%	41 11.9%	124 36.8%	128 38.0%	85 25.2%
Chief Marketing Officer	48 78.7% C	38 63.3%	13 50.0% Ad	21 77.8% c	36 63.2%	25 64.1%	18 66.7%	11 91.7%	16 72.7%	12 75.0%	39 73.6%	49 67.1%	31 66.0%
Chief Brand Officer	2 3.3% c	6 10.0%	5 19.2% a	2 7.4%	6 10.5%	5 12.8%	1 3.7%	0 0.0%	3 13.6%	1 6.3%	4 7.5%	9 12.3%	3 6.4%
Chief Growth Officer	1 1.6% c	6 10.0%	3 11.5% a	0 0.0%	5 8.8%	3 7.7%	1 3.7%	0 0.0%	1 4.5%	0 0.0%	2 3.8%	6 8.2%	2 4.3%
Chief Marketing & Technology Officer	3 4.9%	5 8.3%	1 3.8%	1 3.7%	4 7.0%	2 5.1%	2 7.4%	1 8.3%	0 0.0%	1 6.3%	3 5.7%	3 4.1%	4 8.5%
Chief Revenue Officer	3 4.9%	1 1.7%	2 7.7%	2 7.4%	2 3.5%	2 5.1%	3 11.1%	0 0.0%	0 0.0%	1 6.3%	2 3.8%	4 5.5%	2 4.3%
Chief Commercial Officer	1 1.6%	2 3.3%	0 0.0%	1 3.7%	1 1.8%	1 2.6%	0 0.0%	0 0.0%	1 4.5%	1 6.3%	1 1.9%	1 1.4%	2 4.3%
Chief Customer Officer	2 3.3%	1 1.7%	1 3.8%	0 0.0%	1 1.8%	0 0.0%	2 7.4%	0 0.0%	1 4.5%	0 0.0%	1 1.9%	1 1.4%	1 2.1%
Chief Digital Officer	1 1.6%	1 1.7%	1 3.8%	0 0.0%	2 3.5%	1 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	2 4.3%

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

**Topic 10: Marketing Analytics**

**What percent of your marketing budget do you spend on marketing analytics?**

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	Manufac- uring	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?	210 5.46 6.36	19 5.70 7.68	12 4.88 3.58	14 9.21 7.61 JI	2 10.00 0.00	3 1.67 2.89	6 4.67 7.79	26 6.97 7.45	32 5.17 6.16	1 10.00 ---	41 3.89 5.53 C	17 6.82 7.98	29 4.79 5.14 c	7 3.57 3.41
...Will you spend on marketing analytics in the next three years?	210 18.09 24.51	20 24.25 29.07	12 20.17 24.59	14 16.57 19.64	3 56.01 39.85	3 4.00 6.93	6 8.33 11.69	25 14.36 20.54	32 12.28 19.07	1 10.00 ---	40 18.90 27.24	16 20.50 26.08	30 20.37 26.14	7 21.57 28.98
				d	cfGHjl		d	D	D		d		d	

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

**Topic 10: 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?	77 5.77 6.37	73 4.90 5.82	28 5.91 6.70	31 5.75 7.43	70 3.55 5.90 eF	40 5.69 6.32 f	33 5.24 5.90 f	14 6.14 6.95	28 6.54 6.71 a	23 9.49 6.10 Abc	65 4.90 6.45	87 5.60 6.25	57 5.79 6.53
...Will you spend on marketing analytics in the next three years?	76 18.28 24.22	73 17.74 25.74	28 12.11 17.16	32 24.22 27.44	68 18.80 27.22	41 16.66 22.73	34 20.21 27.21	14 14.36 20.50	29 14.52 19.40	22 23.09 24.96	64 18.02 24.79	86 15.56 21.20	59 20.82 27.52

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

**Topic 10: 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.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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	
Percent of projects	213	20	12	14	3	3	6	26	32	1	41	17	30	7
	37.51	39.75	47.75	46.79	38.33	58.33	22.50	36.92	28.78	75.00	29.66	37.65	48.00	30.00
	35.15	38.16	33.75	38.51	33.29	52.04	34.89	40.55	33.50	---	33.38	30.93	32.34	30.55
									1		1		hj	

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

## Topic 10: 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	78	73	28	33	70	41	34	14	28	24	65	88	59
	37.38	36.36	40.18	39.24	31.09	42.88	30.18	29.64	42.86	58.54	32.42	38.86	40.39
	34.62	34.77	37.55	36.57	34.84	34.65	33.54	31.10	34.79	34.59	38.26	34.26	32.72
					F		F	f		ACd			

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



**Topic 10: Marketing Analytics**

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

	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 G	Manufac-turing H	Mining Construc-tion I	Service Consult-ing J	Retail Whole-sale K	Tech Software Biotech L	Trans- portation M
Total	349 100.0%	28 8.0%	27 7.7%	20 5.7%	9 2.6%	5 1.4%	13 3.7%	39 11.2%	43 12.3%	3 0.9%	62 17.8%	30 8.6%	57 16.3%	11 3.2%
Customer acquisition	129 37.0%	11 39.3% f	12 44.4% f	6 30.0%	2 22.2%	2 40.0%	1 7.7% abhL	14 35.9%	18 41.9% f	1 33.3%	18 29.0% l	11 36.7%	28 49.1% Fj	4 36.4%
Digital marketing	128 36.7%	10 35.7%	10 37.0%	10 50.0%	2 22.2%	2 40.0%	2 15.4%	13 33.3%	18 41.9%	1 33.3%	19 30.6%	14 46.7%	22 38.6%	4 36.4%
Customer insight	120 34.4%	9 32.1%	10 37.0%	12 60.0% eFgJk	2 22.2%	0 0.0% c	1 7.7% Chl	12 30.8% c	17 39.5% f	1 33.3%	16 25.8% Cl	9 30.0% c	26 45.6% fj	4 36.4%
Social media	99 28.4%	9 32.1%	7 25.9%	10 50.0% fl	3 33.3%	0 0.0%	1 7.7% c	12 30.8%	14 32.6%	0 0.0%	19 30.6%	9 30.0%	13 22.8% c	2 18.2%
Segmentation	95 27.2%	10 35.7% f	5 18.5%	9 45.0% Fj	1 11.1%	1 20.0%	0 0.0% aCghiklm	11 28.2% f	13 30.2% f	1 33.3% f	12 19.4% c	8 26.7% f	19 33.3% f	4 36.4% f
Pricing strategy	91 26.1%	10 35.7% j	9 33.3% j	7 35.0% j	2 22.2%	1 20.0%	2 15.4%	8 20.5%	14 32.6% j	1 33.3%	9 14.5% abchk	10 33.3% j	14 24.6%	3 27.3%
Customer retention	89 25.5%	12 42.9% fj	6 22.2%	5 25.0%	1 11.1%	2 40.0%	1 7.7% a	11 28.2%	10 23.3%	1 33.3%	11 17.7% a	7 23.3%	17 29.8%	4 36.4%
Branding	87 24.9%	10 35.7%	6 22.2%	7 35.0%	3 33.3%	0 0.0%	1 7.7%	10 25.6%	13 30.2%	0 0.0%	16 25.8%	7 23.3%	12 21.1%	2 18.2%
New product or service development	81 23.2%	9 32.1% fj	5 18.5% c	10 50.0% bFJL	1 11.1%	1 20.0%	0 0.0% aCghk	13 33.3% fJ	14 32.6% fJ	0 0.0%	7 11.3% aCGH	8 26.7% f	10 17.5% C	3 27.3%
Significance Tests Between Columns:		Lower case: p<.05			Upper case: p<.01									

## Topic 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Sales strategy	77 22.1%	6 21.4%	8 29.6%	3 15.0%	1 11.1%	2 40.0%	1 7.7%	11 28.2%	11 25.6%	1 33.3%	11 17.7%	4 13.3%	14 24.6%	3 27.3%
Promotion strategy	71 20.3%	7 25.0%	7 25.9%	7 35.0%	1 11.1%	1 20.0%	0 0.0%	8 20.5%	9 20.9%	0 0.0%	6 9.7%	7 23.3%	12 21.1%	5 45.5%
Marketing mix analysis	69 19.8%	5 17.9%	5 18.5%	6 30.0%	1 11.1%	1 20.0%	1 7.7%	8 20.5%	10 23.3%	0 0.0%	10 16.1%	5 16.7%	14 24.6%	2 18.2%
Product or service strategy	66 18.9%	5 17.9%	8 29.6%	3 15.0%	1 11.1%	0 0.0%	0 0.0%	9 23.1%	12 27.9%	1 33.3%	9 14.5%	4 13.3%	12 21.1%	2 18.2%
Customer service	64 18.3%	8 28.6%	5 18.5%	1 5.0%	1 11.1%	1 20.0%	1 7.7%	10 25.6%	6 14.0%	1 33.3%	9 14.5%	4 13.3%	13 22.8%	4 36.4%
Multichannel marketing	55 15.8%	6 21.4%	3 11.1%	2 10.0%	2 22.2%	2 40.0%	1 7.7%	7 17.9%	7 16.3%	0 0.0%	8 12.9%	4 13.3%	10 17.5%	2 18.2%
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%
Other areas:	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 10: Marketing Analytics

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

	Total	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
Total	349 100.0%	124 35.5%	120 34.4%	50 14.3%	54 15.5%	111 31.8%	59 16.9%	58 16.6%	26 7.4%	50 14.3%	41 11.7%	124 35.5%	128 36.7%	85 24.4%
Customer acquisition	129 37.0%	47 37.9%	45 37.5%	17 34.0%	20 37.0%	41 36.9%	26 44.1%	18 31.0%	10 38.5%	15 30.0%	18 43.9%	35 28.2% C	48 37.5% c	44 51.8% Ab
Digital marketing	128 36.7%	50 40.3%	35 29.2%	22 44.0%	21 38.9%	31 27.9% B	30 50.8% Ad	22 37.9%	6 23.1% b	20 40.0%	18 43.9%	26 21.0% BC	57 44.5% A	43 50.6% A
Customer insight	120 34.4%	46 37.1%	39 32.5%	19 38.0%	16 29.6%	31 27.9% e	21 35.6%	20 34.5%	8 30.8%	24 48.0% a	16 39.0%	32 25.8% C	46 35.9%	40 47.1% A
Social media	99 28.4%	35 28.2%	31 25.8%	13 26.0%	20 37.0%	27 24.3% b	23 39.0% a	16 27.6%	6 23.1%	14 28.0%	12 29.3%	24 19.4% Bc	45 35.2% A	29 34.1% a
Segmentation	95 27.2%	37 29.8%	29 24.2%	14 28.0%	15 27.8%	23 20.7% eF	18 30.5%	11 19.0% eF	6 23.1%	19 38.0% ac	18 43.9% AC	22 17.7% BC	43 33.6% A	30 35.3% A
Pricing strategy	91 26.1%	34 27.4%	27 22.5%	17 34.0%	13 24.1%	21 18.9% F	19 32.2%	15 25.9% f	6 23.1%	11 22.0% f	19 46.3% Ace	18 14.5% BC	45 35.2% A	28 32.9% A
Customer retention	89 25.5%	30 24.2%	30 25.0%	15 30.0%	14 25.9%	24 21.6%	15 25.4%	15 25.9%	7 26.9%	13 26.0%	15 36.6%	24 19.4% c	34 26.6%	30 35.3% a
Branding	87 24.9%	32 25.8%	27 22.5%	12 24.0%	16 29.6%	23 20.7%	19 32.2%	12 20.7%	5 19.2%	13 26.0%	14 34.1%	27 21.8%	34 26.6%	25 29.4%
New product or service development	81 23.2%	33 26.6%	22 18.3%	13 26.0%	13 24.1%	15 13.5% BeF	18 30.5% A	14 24.1%	6 23.1%	14 28.0% a	14 34.1% A	20 16.1% B	41 32.0% A	19 22.4%

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

## Topic 10: Marketing Analytics

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

	Total	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 strategy	77 22.1%	33 26.6%	28 23.3%	7 14.0%	9 16.7%	22 19.8%	17 28.8%	10 17.2%	5 19.2%	9 18.0%	14 34.1%	20 16.1%	30 23.4%	26 30.6%
Promotion strategy	71 20.3%	27 21.8%	17 14.2%	12 24.0%	15 27.8%	14 12.6%	16 27.1%	9 15.5%	6 23.1%	12 24.0%	14 34.1%	15 12.1%	30 23.4%	24 28.2%
Marketing mix analysis	69 19.8%	27 21.8%	19 15.8%	13 26.0%	10 18.5%	15 13.5%	17 28.8%	8 13.8%	4 15.4%	14 28.0%	11 26.8%	17 13.7%	30 23.4%	21 24.7%
Product or service strategy	66 18.9%	26 21.0%	25 20.8%	6 12.0%	9 16.7%	18 16.2%	13 22.0%	10 17.2%	4 15.4%	9 18.0%	12 29.3%	19 15.3%	27 21.1%	20 23.5%
Customer service	64 18.3%	25 20.2%	22 18.3%	4 8.0%	13 24.1%	21 18.9%	9 15.3%	9 15.5%	5 19.2%	7 14.0%	13 31.7%	21 16.9%	22 17.2%	21 24.7%
Multichannel marketing	55 15.8%	23 18.5%	15 12.5%	5 10.0%	12 22.2%	16 14.4%	16 27.1%	4 6.9%	3 11.5%	7 14.0%	8 19.5%	9 7.3%	21 16.4%	24 28.2%
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%
Other areas:	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 10: Marketing Analytics**

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care	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
1=Not At All	29 13.5%	3 15.0%	0 0.0%	1 7.1%	0 0.0%	1 33.3%	2 33.3%	3 12.0%	6 18.2%	0 0.0%	9 21.4%	1 5.9%	1 3.2%	2 28.6%
2=	33 15.3%	4 20.0%	1 8.3%	1 7.1%	0 0.0%	0 0.0%	1 16.7%	6 24.0%	6 18.2%	0 0.0%	9 21.4%	0 0.0%	5 16.1%	0 0.0%
3=	24 11.2%	4 20.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	3 12.0%	6 18.2%	0 0.0%	2 4.8%	5 29.4%	3 9.7%	0 0.0%
4=	35 16.3%	2 10.0%	2 16.7%	1 7.1%	1 33.3%	1 33.3%	1 16.7%	4 16.0%	5 15.2%	0 0.0%	7 16.7%	5 29.4%	4 12.9%	2 28.6%
5=	43 20.0%	2 10.0%	4 33.3%	6 42.9%	0 0.0%	0 0.0%	2 33.3%	2 8.0%	7 21.2%	0 0.0%	7 16.7%	2 11.8%	10 32.3%	0 0.0%
6=	33 15.3%	4 20.0%	1 8.3%	3 21.4%	1 33.3%	1 33.3%	0 0.0%	5 20.0%	1 3.0%	1 100.0%	6 14.3%	3 17.6%	4 12.9%	3 42.9%
7=Very Highly	18 8.4%	1 5.0%	4 33.3%	1 7.1%	1 33.3%	0 0.0%	0 0.0%	2 8.0%	2 6.1%	0 0.0%	2 4.8%	1 5.9%	4 12.9%	0 0.0%
Mean	3.93	3.60 b	5.33 afgHJ	4.64 hj	5.67 h	3.67	3.00 b	3.76 b	3.36 Bcdl	6.00	3.48 Bcl	4.18	4.45 hj	4.00

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

## Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All	11 13.8%	8 10.8%	4 14.3%	5 15.6%	19 27.1%	2 4.8%	1 2.9%	2 14.3%	5 16.7%	0 0.0%	13 20.0%	11 12.4%	5 8.5%
2=	12 15.0%	16 21.6%	2 7.1%	3 9.4%	9 12.9%	7 16.7%	9 26.5%	3 21.4%	3 10.0%	2 8.3%	15 23.1%	13 14.6%	4 6.8%
3=	10 12.5%	6 8.1%	4 14.3%	4 12.5%	3 4.3%	12 28.6%	4 11.8%	1 7.1%	2 6.7%	2 8.3%	8 12.3%	14 15.7%	2 3.4%
4=	14 17.5%	10 13.5%	4 14.3%	7 21.9%	11 15.7%	3 7.1%	9 26.5%	3 21.4%	3 10.0%	5 20.8%	6 9.2%	14 15.7%	14 23.7%
5=	19 23.8%	14 18.9%	8 28.6%	2 6.3%	11 15.7%	11 26.2%	5 14.7%	2 14.3%	9 30.0%	5 20.8%	9 13.8%	19 21.3%	15 25.4%
6=	11 13.8%	11 14.9%	4 14.3%	7 21.9%	8 11.4%	6 14.3%	2 5.9%	3 21.4%	7 23.3%	7 29.2%	10 15.4%	13 14.6%	10 16.9%
7=Very Highly	3 3.8%	9 12.2%	2 7.1%	4 12.5%	9 12.9%	1 2.4%	4 11.8%	0 0.0%	1 3.3%	3 12.5%	4 6.2%	5 5.6%	9 15.3%
Mean	3.79	4.01	4.07	4.09	3.66 F	3.86 F	3.88 f	3.64 f	4.10	4.92 ABcd	3.45 C	3.85 c	4.63 Ab

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

## Topic 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- uring 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	83 39.5%	7 36.8%	6 50.0%	7 58.3%	1 50.0%	1 33.3%	1 16.7%	10 37.0%	13 39.4%	0 0.0%	9 23.1%	9 52.9%	14 45.2%	4 57.1%
We have a good qualitative sense of the impact, but not a quantitative impact	90 42.9%	5 26.3%	6 50.0%	4 33.3%	1 50.0%	2 66.7%	4 66.7%	11 40.7%	14 42.4%	1 100.0%	18 46.2%	6 35.3%	15 48.4%	3 42.9%
We haven't been able to show the impact yet	37 17.6%	7 36.8%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	1 16.7%	6 22.2%	6 18.2%	0 0.0%	12 30.8%	2 11.8%	2 6.5%	0 0.0%

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

## Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We prove the impact quantitatively	35 43.8%	22 31.4%	10 38.5%	16 48.5%	21 30.9% E	17 42.5%	10 31.3% E	2 14.3% Ef	19 65.5% ACD	13 52.0% d	22 33.8%	33 38.8%	27 46.6%
We have a good qualitative sense of the impact, but not a quantitative impact	40 50.0%	29 41.4%	11 42.3%	10 30.3%	28 41.2% d	15 37.5% d	18 56.3%	10 71.4% abe	9 31.0% d	10 40.0%	26 40.0%	38 44.7%	25 43.1%
We haven't been able to show the impact yet	5 6.3% Bd	19 27.1% A	5 19.2%	7 21.2% a	19 27.9% Ef	8 20.0% e	4 12.5%	2 14.3%	1 3.4% Ab	2 8.0% a	17 26.2% c	14 16.5%	6 10.3% a

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



**Topic 10: Marketing Analytics**

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

	Total	Industry Sector												
		Banking Finance Insur.	Communica-tions Media	Consumer Packaged Goods	Consumer Services	Educa-tion	Energy	Health-care	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
We prove the impact quantitatively	81 38.2%	7 36.8%	7 58.3%	7 53.8%	1 33.3%	1 33.3%	1 16.7%	7 25.9%	14 42.4%	0 0.0%	12 30.0%	8 50.0%	10 32.3%	5 71.4%
We have a good qualitative sense of the impact, but not a quantitative impact	91 42.9%	5 26.3%	5 41.7%	4 30.8%	1 33.3%	2 66.7%	3 50.0%	15 55.6%	13 39.4%	1 100.0%	16 40.0%	6 37.5%	18 58.1%	2 28.6%
We haven't been able to show the impact yet	40 18.9%	7 36.8%	0 0.0%	2 15.4%	1 33.3%	0 0.0%	2 33.3%	5 18.5%	6 18.2%	0 0.0%	12 30.0%	2 12.5%	3 9.7%	0 0.0%

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

## Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We prove the impact quantitatively	35 43.8%	25 35.2%	8 30.8%	13 38.2%	21 31.3%	16 39.0%	16 47.1%	2 15.4%	16 53.3%	10 40.0%	21 32.3%	31 36.0%	28 47.5%
We have a good qualitative sense of the impact, but not a quantitative impact	37 46.3%	30 42.3%	12 46.2%	12 35.3%	28 41.8%	14 34.1%	12 35.3%	9 69.2%	13 43.3%	14 56.0%	22 33.8%	44 51.2%	24 40.7%
We haven't been able to show the impact yet	8 10.0%	16 22.5%	6 23.1%	9 26.5%	18 26.9%	11 26.8%	6 17.6%	2 15.4%	1 3.3%	1 4.0%	22 33.8%	11 12.8%	7 11.9%

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

**Topic 10: Marketing Analytics**

**To what extent does your company have the right talent to fully leverage marketing analytics?**

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care G	Manufac- turing H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
1=Does not have the right talent	31 14.5%	5 25.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	3 11.5%	8 24.2%	0 0.0%	8 19.5%	1 5.9%	3 9.7%	0 0.0%
2=	25 11.7%	1 5.0%	1 8.3%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	2 7.7%	4 12.1%	0 0.0%	8 19.5%	3 17.6%	5 16.1%	0 0.0%
3=	36 16.8%	4 20.0%	2 16.7%	3 23.1%	0 0.0%	0 0.0%	2 33.3%	6 23.1%	6 18.2%	0 0.0%	6 14.6%	2 11.8%	4 12.9%	1 14.3%
4=	41 19.2%	4 20.0%	2 16.7%	4 30.8%	0 0.0%	1 33.3%	1 16.7%	6 23.1%	4 12.1%	0 0.0%	8 19.5%	4 23.5%	5 16.1%	2 28.6%
5=	49 22.9%	4 20.0%	4 33.3%	3 23.1%	3 100.0%	0 0.0%	0 0.0%	7 26.9%	7 21.2%	1 100.0%	4 9.8%	5 29.4%	8 25.8%	2 28.6%
6=	28 13.1%	1 5.0%	2 16.7%	3 23.1%	0 0.0%	0 0.0%	1 16.7%	2 7.7%	4 12.1%	0 0.0%	5 12.2%	2 11.8%	6 19.4%	2 28.6%
7=Has the right talent	4 1.9%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.9%	0 0.0%	0 0.0%	0 0.0%
Mean	3.71	3.40	4.08	4.46	5.00	4.33	3.00	3.69	3.30	5.00	3.37	3.88	3.90	4.71

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

## Topic 10: Marketing Analytics

### To what extent does your company have the right talent to fully leverage marketing analytics?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Does not have the right talent	10 12.5%	14 19.2%	1 3.7%	5 15.2%	14 20.3%	6 14.6%	5 14.7%	3 21.4%	2 6.7%	1 4.0%	15 22.7% C	13 14.9%	3 5.1% A
2=	10 12.5%	9 12.3%	3 11.1%	3 9.1%	6 8.7%	7 17.1%	5 14.7%	1 7.1%	4 13.3%	2 8.0%	8 12.1%	9 10.3%	7 11.9%
3=	18 22.5%	9 12.3%	6 22.2%	3 9.1%	10 14.5%	6 14.6%	6 17.6%	4 28.6%	2 6.7% f	8 32.0% e	11 16.7%	17 19.5%	7 11.9%
4=	14 17.5%	12 16.4%	7 25.9%	8 24.2%	15 21.7%	9 22.0%	8 23.5%	1 7.1%	3 10.0%	5 20.0%	10 15.2%	16 18.4%	15 25.4%
5=	17 21.3%	16 21.9%	6 22.2%	10 30.3%	9 13.0% dE	8 19.5% e	7 20.6% e	5 35.7% a	14 46.7% Abcf	5 20.0% e	13 19.7%	17 19.5%	19 32.2%
6=	9 11.3%	12 16.4%	4 14.8%	3 9.1%	14 20.3% c	4 9.8%	1 2.9% a	0 0.0%	5 16.7%	4 16.0%	8 12.1%	13 14.9%	7 11.9%
7=Has the right talent	2 2.5%	1 1.4%	0 0.0%	1 3.0%	1 1.4%	1 2.4%	2 5.9%	0 0.0%	0 0.0%	0 0.0%	1 1.5%	2 2.3%	1 1.7%
Mean	3.66	3.64	3.96	3.85	3.65	3.54	3.53	3.29	4.27	3.92	3.39 c	3.71	4.10 a

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