

# The **CMO** Survey<sup>®</sup>

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

## Results by Firm & Industry Characteristics

August 2018

**Deloitte.**



AMERICAN MARKETING  
ASSOCIATION

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



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  - [89](#) Creativity
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### **Appendix: Firm-level Descriptive Information**

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- [195](#) Which economic sector accounts for the majority of your company revenues?

**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

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
3=More	117 37.4%	9 33.3%	5 22.7%	2 11.8%	5 41.7%	3 37.5%	5 62.5%	16 51.6%	16 40.0%	4 57.1%	13 27.1%	12 44.4%	24 43.6%	3 42.9%
			g	fGhikl			c	bCj	c	c	g	c	c	
2=No Change	102 32.6%	13 48.1%	8 36.4%	8 47.1%	2 16.7%	4 50.0%	2 25.0%	10 32.3%	7 17.5%	2 28.6%	15 31.3%	9 33.3%	19 34.5%	0 0.0%
		Hm		hm		m			Ac					ace
1=Less	94 30.0%	5 18.5%	9 40.9%	7 41.2%	5 41.7%	1 12.5%	1 12.5%	5 16.1%	17 42.5%	1 14.3%	20 41.7%	6 22.2%	12 21.8%	4 57.1%
		hjm	g					bhjm	agl		agl		hjm	agl
Mean	2.07	2.15	1.82	1.71	2.00	2.25	2.50	2.35	1.98	2.43	1.85	2.22	2.22	1.86
		c	fgl	afGikl			bcj	bCJ		c	fGl	c	bcj	

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

## Topic 1: Marketplace Dynamics - Overall Economy

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	3=More	37 34.9%	35 35.4%	21 42.0%	23 41.8%	25 28.4% ef	11 25.6% ef	21 41.2%	9 37.5%	33 48.5% ab	18 48.6% ab	51 37.0%	34 37.8%
2=No Change	35 33.0%	32 32.3%	17 34.0%	16 29.1%	31 35.2%	17 39.5%	14 27.5%	10 41.7%	20 29.4%	9 24.3%	54 39.1%	24 26.7%	21 26.6%
1=Less	34 32.1%	32 32.3%	12 24.0%	16 29.1%	32 36.4%	15 34.9%	16 31.4%	5 20.8%	15 22.1%	10 27.0%	33 23.9%	32 35.6%	27 34.2%
Mean	2.03	2.03	2.18	2.13	1.92 E	1.91 e	2.10	2.17	2.26 Ab	2.22	2.13	2.02	2.05

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

## Topic 1: Marketplace Dynamics - Overall Economy

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Optimism rating	313	27	22	17	12	8	8	31	40	7	49	27	54	7
	66.75	70.50	61.75	61.47	61.60	68.13	67.75	69.60	67.86	74.18	64.61	67.42	66.45	77.00
	17.99	18.79	20.85	15.79	18.13	15.80	14.56	17.91	19.24	22.69	18.85	13.00	17.38	19.01

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

## Topic 1: Marketplace Dynamics - Overall Economy

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Optimism rating	105	100	50	55	88	43	52	24	67	37	139	90	79
	65.73	65.39	68.38	69.31	61.82	65.26	68.94	71.76	69.61	68.80	66.82	65.87	67.30
	18.40	19.12	15.03	17.99	19.01	17.12	18.06	15.82	16.67	18.42	18.68	17.35	17.80
					cdE		a	a	A				

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



## Topic 1: Marketplace Dynamics - Customers

**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Low price**

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M	
1=1st Priority	43 14.4%	4 15.4%	3 14.3%	2 12.5%	1 10.0%	0 0.0%	0 0.0%	2 6.7%	9 23.7%	1 14.3%	5 10.6%	9 33.3%	6 11.3%	0 0.0%	
2=2nd Priority	35 11.7%	2 7.7%	1 4.8%	4 25.0%	1 10.0%	2 25.0%	1 16.7%	6 20.0%	4 10.5%	0 0.0%	4 8.5%	3 11.1%	3 5.7%	3 60.0%	
3=3rd Priority	68 22.8%	8 30.8%	6 28.6%	3 18.8%	3 30.0%	0 0.0%	1 16.7%	6 20.0%	12 31.6%	3 42.9%	9 19.1%	6 22.2%	9 17.0%	1 20.0%	
Mean	2.17	2.29	2.30	2.11	2.40	2.00	2.50	2.29	2.12	2.50	2.22	1.83	2.17	2.25	
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 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	13 12.9%	14 14.7%	9 18.8%	7 13.7%	11 12.9%	6 14.3%	10 20.4% e	5 20.8%	4 6.5% c	6 17.6%	17 12.6%	16 18.6%
2=2nd Priority	14 13.9%	9 9.5%	5 10.4%	6 11.8%	7 8.2% e	5 11.9%	5 10.2%	2 8.3%	12 19.4% a	4 11.8%	15 11.1%	9 10.5%	11 15.5%
3=3rd Priority	26 25.7%	20 21.1%	10 20.8%	12 23.5%	16 18.8%	14 33.3%	11 22.4%	4 16.7%	14 22.6%	9 26.5%	37 27.4%	15 17.4%	15 21.1%
Mean	2.25	2.14	2.04	2.20	2.15	2.32	2.04	1.91	2.33	2.16	2.29	1.98	2.14

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	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=1st Priority	97 32.6%	5 19.2% bEg	11 52.4% aikm	5 31.3%	3 30.0%	6 75.0% AijKlm	1 16.7%	15 50.0% aikm	16 42.1% i	0 0.0% begh	13 27.7% e	6 22.2% bEg	15 28.3% e	0 0.0% beg
2=2nd Priority	63 21.1%	4 15.4%	5 23.8%	6 37.5%	3 30.0%	1 12.5%	0 0.0%	5 16.7%	9 23.7%	3 42.9%	9 19.1%	6 22.2%	12 22.6%	0 0.0%
3=3rd Priority	49 16.4%	6 23.1%	3 14.3%	1 6.3%	1 10.0%	1 12.5%	0 0.0%	6 20.0%	3 7.9%	2 28.6%	6 12.8%	7 25.9%	12 22.6%	0 0.0%
Mean	1.77	2.07 h	1.58 i	1.67 i	1.71	1.38 i	1.00	1.65	1.54 aikl	2.40 bceh	1.75	2.05 h	1.92 h	---

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

## Topic 1: Marketplace Dynamics - Customers

**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, 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	36 35.6%	26 27.4%	17 35.4%	17 33.3%	28 32.9%	20 47.6% c	11 22.4% b	6 25.0%	22 35.5%	10 29.4%	36 26.7%	32 37.2%
2=2nd Priority	21 20.8%	19 20.0%	13 27.1%	10 19.6%	17 20.0%	10 23.8%	10 20.4%	4 16.7%	10 16.1%	10 29.4%	32 23.7%	17 19.8%	13 18.3%
3=3rd Priority	19 18.8%	17 17.9%	6 12.5%	7 13.7%	12 14.1%	4 9.5%	12 24.5%	6 25.0%	10 16.1%	5 14.7%	25 18.5%	12 14.0%	11 15.5%
Mean	1.78	1.85	1.69	1.71	1.72	1.53 cd	2.03 b	2.00 b	1.71	1.80	1.88	1.67	1.71

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	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=1st Priority	46 15.4%	2 7.7% 1	1 4.8% lm	4 25.0%	1 10.0%	0 0.0%	0 0.0%	5 16.7%	6 15.8%	0 0.0%	5 10.6% 1	2 7.4% 1	17 32.1% abjk	2 40.0% b
2=2nd Priority	35 11.7%	3 11.5%	4 19.0% h	1 6.3%	2 20.0% h	0 0.0%	1 16.7%	6 20.0% h	1 2.6% bdgl	0 0.0%	4 8.5%	3 11.1%	9 17.0% h	0 0.0%
3=3rd Priority	36 12.1%	3 11.5%	2 9.5%	4 25.0% g	0 0.0%	1 12.5%	2 33.3% g	1 3.3% cfm	6 15.8%	1 14.3%	8 17.0%	2 7.4%	4 7.5% m	2 40.0% gl
Mean	1.91	2.13	2.14	2.00	1.67	3.00	2.67 gl	1.67 f	2.00	3.00	2.18 1	2.00	1.57 fj	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: Superior innovation**

	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	23 22.8% BD	8 8.4% Ac	10 20.8% bd	3 5.9% Ac	12 14.1%	6 14.3%	8 16.3%	5 20.8%	7 11.3%	8 23.5%	21 15.6%	13 15.1%
2=2nd Priority	16 15.8% b	6 6.3% a	5 10.4%	8 15.7%	9 10.6%	4 9.5%	4 8.2%	3 12.5%	7 11.3%	8 23.5%	13 9.6%	10 11.6%	9 12.7%
3=3rd Priority	11 10.9%	16 16.8%	6 12.5%	3 5.9%	10 11.8%	6 14.3%	4 8.2%	4 16.7%	8 12.9%	4 11.8%	16 11.9%	12 14.0%	8 11.3%
Mean	1.76 B	2.27 A	1.81	2.00	1.94	2.00	1.75	1.92	2.05	1.80	1.90	1.97	1.86

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	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
1=1st Priority	68 22.8%	6 23.1% i	3 14.3% dIm	4 25.0% i	5 50.0% bGhl	1 12.5% i	3 50.0% gl	3 10.0% DfIjM	6 15.8% dIm	5 71.4% aBceGHjk L	14 29.8% gi	7 25.9% i	8 15.1% dfIm	3 60.0% bGhl
2=2nd Priority	96 32.2%	13 50.0% clm	6 28.6%	3 18.8% a	3 30.0%	3 37.5%	1 16.7%	10 33.3%	16 42.1%	1 14.3%	18 38.3%	8 29.6%	14 26.4% a	0 0.0% a
3=3rd Priority	70 23.5%	3 11.5%	7 33.3%	2 12.5%	1 10.0%	3 37.5%	2 33.3%	9 30.0%	8 21.1%	1 14.3%	9 19.1%	7 25.9%	14 26.4%	2 40.0%
Mean	2.01	1.86 g	2.25 di	1.78	1.56 bgl	2.29	1.83	2.27 adj	2.07 i	1.43 bghl	1.88 g	2.00	2.17 di	1.80

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 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	21 20.8%	28 29.5%	9 18.8%	10 19.6%	17 20.0%	8 19.0%	13 26.5%	5 20.8%	20 32.3%	5 14.7%	38 28.1%	15 17.4%
2=2nd Priority	29 28.7%	33 34.7%	13 27.1%	21 41.2%	31 36.5%	12 28.6%	20 40.8%	10 41.7%	15 24.2%	8 23.5%	42 31.1%	30 34.9%	24 33.8%
3=3rd Priority	24 23.8%	19 20.0%	12 25.0%	12 23.5%	23 27.1%	8 19.0%	9 18.4%	3 12.5%	15 24.2%	11 32.4%	27 20.0%	20 23.3%	19 26.8%
Mean	2.04	1.89	2.09	2.05	2.08	2.00	1.90	1.89	1.90	2.25	1.90	2.08	2.09

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	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=1st Priority	44 14.8%	9 34.6% cdHkl	3 14.3%	1 6.3% a	0 0.0% a	1 12.5%	2 33.3%	5 16.7%	1 2.6% AFgj	1 14.3%	10 21.3% h	3 11.1% a	7 13.2% a	0 0.0%
2=2nd Priority	69 23.2%	4 15.4%	5 23.8%	2 12.5%	1 10.0%	2 25.0%	3 50.0% g	3 10.0% fi	8 21.1%	3 42.9% g	12 25.5%	7 25.9%	15 28.3%	2 40.0%
3=3rd Priority	74 24.8%	5 19.2%	3 14.3% d	6 37.5%	5 50.0% bi	3 37.5%	1 16.7%	8 26.7%	9 23.7%	0 0.0% d	15 31.9%	5 18.5%	14 26.4%	0 0.0%
Mean	2.16	1.78 cdh	2.00 d	2.56 a	2.83 abfijkl	2.33	1.83 d	2.19	2.44 ai	1.75 Dh	2.14 d	2.13 d	2.19 d	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 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	8 7.9% bD	19 20.0% ac	3 6.3% bD	14 27.5% AC	17 20.0% b	2 4.8% a	7 14.3%	3 12.5%	9 14.5%	5 14.7%	23 17.0%	10 11.6%
2=2nd Priority	21 20.8%	28 29.5% d	12 25.0%	6 11.8% b	21 24.7%	11 26.2%	10 20.4%	5 20.8%	18 29.0%	4 11.8%	33 24.4%	20 23.3%	14 19.7%
3=3rd Priority	21 20.8%	23 24.2%	14 29.2%	16 31.4%	24 28.2%	10 23.8%	13 26.5%	7 29.2%	14 22.6%	5 14.7%	30 22.2%	26 30.2%	18 25.4%
Mean	2.26	2.06	2.38	2.06	2.11	2.35	2.20	2.27	2.12	2.00	2.08	2.29	2.19

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Existing products/ services in existing markets	150 52.79 26.80	12 57.50 26.50	11 51.36 27.58	11 60.91 24.37	5 55.00 34.64	2 65.00 21.21	1 10.00 ---	17 55.00 31.12	22 43.86 25.35	2 62.50 31.82	21 49.76 23.64	12 59.17 32.60	28 49.57 26.78	4 68.75 13.15
New products/ services in existing markets	150 24.20 20.17	12 20.83 19.40	11 23.64 17.76	11 18.64 12.86 h	5 17.00 21.10	2 25.00 21.21	1 50.00 ---	17 21.76 27.21	22 31.73 18.39	2 7.50 10.61	21 27.62 20.83	12 23.75 21.65	28 24.71 21.00	4 17.50 12.58
Existing products/ services in new markets	150 12.99 12.53	12 13.33 17.23	11 15.27 14.89	11 13.18 10.31	5 15.00 14.14	2 7.50 3.54	1 0.00 ---	17 11.18 8.39	22 12.50 12.51	2 15.00 0.00	21 13.81 11.50	12 10.00 10.44	28 14.11 15.64	4 11.25 10.31
New products/ services in new markets	150 10.03 15.22	12 8.33 16.00	11 9.73 9.69	11 7.27 6.07	5 13.00 18.57	2 2.50 3.54	1 40.00 ---	17 12.06 24.56	22 11.91 10.31	2 15.00 21.21	21 8.81 11.72	12 7.08 12.15	28 11.61 19.58	4 2.50 2.89

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	52 52.88 28.91	48 50.69 22.82	25 54.00 28.61	24 54.58 29.08	36 50.00 32.43	25 61.00 22.96	26 49.81 22.29	9 54.44 26.15	37 54.32 25.88	16 44.88 27.69	66 55.00 29.29	47 53.19 22.71	34 50.09 27.55
						f				b			
New products/ services in existing markets	52 26.40 22.61	48 24.63 18.76	25 22.40 17.80	24 21.04 20.43	36 24.44 24.86	25 20.00 17.85	26 31.15 20.16	9 23.33 12.99	37 21.57 18.47	16 27.00 17.96	66 24.92 24.28	47 25.06 16.20	34 20.94 15.66
						c	b						
Existing products/ services in new markets	52 12.12 13.62	48 15.31 13.22	25 11.60 10.28	24 11.79 10.98	36 12.50 13.91	25 12.80 11.91	26 10.19 9.74	9 12.22 11.21	37 15.49 14.37	16 13.13 11.24	66 12.20 13.70	47 11.38 9.93	34 15.88 12.58
New products/ services in new markets	52 8.60 10.74	48 9.38 11.74	25 12.00 20.82	24 12.58 22.22	36 13.06 19.25	25 6.20 10.63	26 8.85 9.83	9 10.00 11.46	37 8.62 12.00	16 15.00 24.36	66 7.88 15.54	47 10.36 11.07	34 13.09 19.11

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

**Topic 2: Firm Growth Strategies**

**Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization?**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
<u>Having all stakeholders aligned</u>														
1=1	33 22.8%	3 27.3%	4 36.4%	2 20.0%	1 16.7%	0 0.0%	0 0.0%	3 18.8%	4 20.0%	1 50.0%	4 16.7%	3 25.0%	7 26.9%	0 0.0%
2=2	30 20.7%	3 27.3%	1 9.1%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	4 25.0%	8 40.0%	0 0.0%	6 25.0%	2 16.7%	4 15.4%	0 0.0%
3=3	23 15.9%	3 27.3%	2 18.2%	2 20.0%	1 16.7%	0 0.0%	1 100.0% jKl	3 18.8%	5 25.0%	0 0.0%	3 12.5% f	0 0.0% F	3 11.5% f	0 0.0%
4=4	27 18.6%	0 0.0% eim	2 18.2%	3 30.0% h	1 16.7%	1 50.0% aH	0 0.0%	2 12.5%	0 0.0% cEIJlM	1 50.0% aH	7 29.2% h	2 16.7%	6 23.1% h	1 50.0% aH
5=5	32 22.1%	2 18.2%	2 18.2%	1 10.0%	3 50.0%	1 50.0%	0 0.0%	4 25.0%	3 15.0%	0 0.0%	4 16.7%	5 41.7%	6 23.1%	1 50.0%
Mean	2.97	2.55	2.73	2.90	3.83 h	4.50 h	3.00	3.00	2.50 dem	2.50	3.04	3.33	3.00	4.50 h

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

## Topic 2: Firm Growth Strategies

**Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization?**

	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=1	14 29.2%	9 18.0%	6 26.1%	4 17.4%	6 16.2%	6 24.0%	4 16.0%	3 30.0%	10 32.3%	4 25.0%	16 23.5%	12 27.3%
2=2	11 22.9%	10 20.0%	6 26.1%	3 13.0%	7 18.9%	6 24.0%	6 24.0%	4 40.0%	5 16.1%	2 12.5%	13 19.1%	9 20.5%	8 27.6%
3=3	9 18.8%	10 20.0%	1 4.3%	3 13.0%	5 13.5%	6 24.0%	2 8.0%	0 0.0%	6 19.4%	4 25.0%	12 17.6%	6 13.6%	3 10.3%
4=4	4 8.3%	10 20.0%	5 21.7%	7 30.4%	10 27.0%	4 16.0%	4 16.0%	1 10.0%	5 16.1%	3 18.8%	12 17.6%	8 18.2%	7 24.1%
5=5	10 20.8%	11 22.0%	5 21.7%	6 26.1%	9 24.3%	3 12.0%	9 36.0%	2 20.0%	5 16.1%	3 18.8%	15 22.1%	9 20.5%	8 27.6%
Mean	2.69	3.08	2.87	3.35	3.24	2.68	3.32	2.50	2.68	2.94	2.96	2.84	3.31

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

**Topic 2: Firm Growth Strategies**

**Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization?**

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M	
<u>Having the right talent</u>															
1=1	49 33.8%	5 45.5%	2 18.2%	5 50.0%	3 50.0%	1 50.0%	0 0.0%	5 31.3%	7 35.0%	0 0.0%	9 37.5%	5 41.7%	5 19.2%	1 50.0%	
2=2	42 29.0%	1 9.1% i	2 18.2% i	2 20.0%	3 50.0%	1 50.0%	0 0.0%	3 18.8% i	7 35.0%	2 100.0% abgl	9 37.5%	4 33.3%	7 26.9% i	0 0.0%	
3=3	34 23.4%	2 18.2%	4 36.4%	3 30.0%	0 0.0%	0 0.0%	0 0.0%	5 31.3%	3 15.0%	0 0.0%	5 20.8%	3 25.0%	9 34.6%	0 0.0%	
4=4	14 9.7%	3 27.3% j	2 18.2% j	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	2 10.0%	0 0.0%	0 0.0% abl	0 0.0%	5 19.2% j	0 0.0%	
5=5	6 4.1%	0 0.0% Fm	1 9.1% f	0 0.0% Fm	0 0.0% f	0 0.0%	1 100.0% AbCdGfHJ KL	1 6.3% f	1 5.0% Fm	0 0.0%	1 4.2% Fm	0 0.0% Fm	0 0.0% FM	1 50.0% achjkL	
Mean	2.21	2.27	2.82 cdjk	1.80 b	1.50 bl	1.50	5.00	2.44	2.15	2.00	1.96 bl	1.83 bl	2.54 djk	3.00	
Significance Tests Between Columns:	Lower case: p<.05		Upper case: p<.01												

## Topic 2: Firm Growth Strategies

**Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization?**

	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 the right talent</u>												
1=1	16 33.3%	14 28.0%	9 39.1%	9 39.1%	12 32.4%	8 32.0%	12 48.0%	2 20.0%	10 32.3%	4 25.0%	24 35.3%	18 40.9%	6 20.7%
2=2	16 33.3%	17 34.0%	3 13.0%	6 26.1%	8 21.6%	9 36.0%	7 28.0%	3 30.0%	11 35.5%	4 25.0%	20 29.4%	13 29.5%	7 24.1%
3=3	9 18.8%	13 26.0%	7 30.4%	5 21.7%	10 27.0%	5 20.0%	3 12.0%	4 40.0%	7 22.6%	5 31.3%	16 23.5%	10 22.7%	8 27.6%
4=4	5 10.4%	4 8.0%	3 13.0%	2 8.7%	4 10.8%	3 12.0%	2 8.0%	1 10.0%	2 6.5%	2 12.5%	6 8.8%	3 6.8%	4 13.8%
5=5	2 4.2%	2 4.0%	1 4.3%	1 4.3%	3 8.1%	0 0.0%	1 4.0%	0 0.0%	1 3.2%	1 6.3%	2 2.9% c	0 0.0% c	4 13.8% ab
Mean	2.19	2.26	2.30	2.13	2.41	2.12	1.92	2.40	2.13	2.50	2.15 c	1.95 C	2.76 aB

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



## Topic 2: Firm Growth Strategies

**Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization?**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Having the right data</u>														
1=1	13 9.0%	1 9.1% f	0 0.0% F	1 10.0%	0 0.0% f	0 0.0%	1 100.0% aBdgHkl	2 12.5% f	0 0.0% F	0 0.0%	4 16.7%	1 8.3% f	3 11.5% f	0 0.0%
2=2	13 9.0%	1 9.1%	1 9.1%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	4 25.0%	1 5.0%	0 0.0%	1 4.2%	1 8.3%	2 7.7%	0 0.0%
3=3	28 19.3%	1 9.1%	1 9.1%	2 20.0%	3 50.0% gJ	1 50.0% j	0 0.0%	1 6.3% dh	7 35.0% gj	0 0.0%	1 4.2% Dehkm	4 33.3% j	6 23.1%	1 50.0% j
4=4	50 34.5%	3 27.3%	3 27.3%	3 30.0%	2 33.3%	1 50.0%	0 0.0%	7 43.8%	6 30.0%	1 50.0%	9 37.5%	4 33.3%	9 34.6%	1 50.0%
5=5	40 27.6%	5 45.5%	6 54.5% g	2 20.0%	1 16.7%	0 0.0%	0 0.0%	2 12.5% b	6 30.0%	1 50.0%	8 33.3%	2 16.7%	6 23.1%	0 0.0%
Mean	3.63	3.91	4.27 g	3.30	3.67	3.50	1.00	3.19 b	3.85	4.50	3.70	3.42	3.50	3.50

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

## Topic 2: Firm Growth Strategies

**Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization?**

	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=1	4 8.3%	7 14.0%	2 8.7%	0 0.0%	5 13.5%	2 8.0%	1 4.0%	1 10.0%	2 6.5%	2 12.5%	7 10.3%	3 6.8%	3 10.3%
2=2	4 8.3%	3 6.0%	2 8.7%	4 17.4%	3 8.1% f	2 8.0%	2 8.0%	1 10.0%	0 0.0%	5 31.3% aE	5 7.4%	3 6.8%	4 13.8%
3=3	10 20.8%	4 8.0% Cd	8 34.8% B	6 26.1% b	4 10.8%	6 24.0%	7 28.0%	2 20.0%	6 19.4%	2 12.5%	9 13.2%	10 22.7%	8 27.6%
4=4	17 35.4%	20 40.0%	6 26.1%	7 30.4%	10 27.0%	9 36.0%	10 40.0%	3 30.0%	14 45.2%	4 25.0%	26 38.2%	15 34.1%	8 27.6%
5=5	13 27.1%	15 30.0%	5 21.7%	6 26.1%	14 37.8%	6 24.0%	5 20.0%	3 30.0%	9 29.0%	3 18.8%	20 29.4%	13 29.5%	6 20.7%
Mean	3.65	3.67	3.43	3.65	3.69	3.60	3.64	3.60	3.90 f	3.06 e	3.70	3.73	3.34

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

## Topic 2: Firm Growth Strategies

**Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization?**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Having the right operating model</u>														
1=1	31 21.4%	1 9.1%	3 27.3%	2 20.0%	2 33.3%	0 0.0%	0 0.0%	4 25.0%	4 20.0%	1 50.0%	6 25.0%	3 25.0%	4 15.4%	1 50.0%
2=2	46 31.7%	4 36.4%	5 45.5%	4 40.0%	3 50.0%	0 0.0%	1 100.0% h	3 18.8%	3 15.0% fl	0 0.0%	6 25.0%	4 33.3%	12 46.2% h	1 50.0%
3=3	26 17.9%	4 36.4% b	0 0.0% aei	1 10.0%	0 0.0%	1 50.0% b	0 0.0%	3 18.8%	4 20.0%	1 50.0% b	5 20.8%	2 16.7%	3 11.5%	0 0.0%
4=4	21 14.5%	1 9.1%	2 18.2%	2 20.0%	1 16.7%	0 0.0%	0 0.0%	3 18.8%	4 20.0%	0 0.0%	3 12.5%	0 0.0%	5 19.2%	0 0.0%
5=5	21 14.5%	1 9.1%	1 9.1%	1 10.0%	0 0.0%	1 50.0%	0 0.0%	3 18.8%	5 25.0%	0 0.0%	4 16.7%	3 25.0%	2 7.7%	0 0.0%
Mean	2.69	2.73	2.36	2.60	2.00	4.00	2.00	2.88	3.15	2.00	2.71	2.67	2.58	1.50

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

## Topic 2: Firm Growth Strategies

**Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization?**

	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 the right operating model</u>												
1=1	7 14.6%	14 28.0%	4 17.4%	6 26.1%	10 27.0%	5 20.0%	4 16.0%	3 30.0%	6 19.4%	3 18.8%	14 20.6%	6 13.6% c	11 37.9% b
2=2	13 27.1%	15 30.0%	10 43.5%	8 34.8%	13 35.1%	6 24.0%	9 36.0%	1 10.0%	13 41.9%	3 18.8%	21 30.9%	18 40.9%	6 20.7%
3=3	10 20.8%	9 18.0%	2 8.7%	4 17.4%	8 21.6%	3 12.0%	5 20.0%	2 20.0%	5 16.1%	3 18.8%	18 26.5%	5 11.4%	3 10.3%
4=4	9 18.8%	6 12.0%	3 13.0%	3 13.0%	3 8.1% f	4 16.0%	3 12.0%	3 30.0%	3 9.7%	5 31.3% a	5 7.4% b	10 22.7% a	5 17.2%
5=5	9 18.8%	6 12.0%	4 17.4%	2 8.7%	3 8.1% b	7 28.0% a	4 16.0%	1 10.0%	4 12.9%	2 12.5%	10 14.7%	5 11.4%	4 13.8%
Mean	3.00	2.50	2.70	2.43	2.35 b	3.08 a	2.76	2.80	2.55	3.00	2.65	2.77	2.48

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

## Topic 2: Firm Growth Strategies

**Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization?**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
<u>Having the right technology</u>														
1=1	19 13.1%	1 9.1%	2 18.2%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	2 12.5%	5 25.0%	0 0.0%	1 4.2%	0 0.0%	7 26.9%	0 0.0%
				e		ckj					el		j	
2=2	14 9.7%	2 18.2%	2 18.2%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	2 12.5%	1 5.0%	0 0.0%	2 8.3%	1 8.3%	1 3.8%	1 50.0%
				em		chl			em				em	chl
3=3	34 23.4%	1 9.1%	4 36.4%	2 20.0%	2 33.3%	0 0.0%	0 0.0%	4 25.0%	1 5.0%	1 50.0%	10 41.7%	3 25.0%	5 19.2%	1 50.0%
			h						biJm	h	H			h
4=4	32 22.1%	4 36.4%	2 18.2%	2 20.0%	2 33.3%	0 0.0%	1 100.0%	2 12.5%	8 40.0%	0 0.0%	4 16.7%	6 50.0%	1 3.8%	0 0.0%
		1		l			gL	fk	L		k	gjL	adFHK	
5=5	45 31.0%	3 27.3%	1 9.1%	6 60.0%	2 33.3%	0 0.0%	0 0.0%	6 37.5%	5 25.0%	1 50.0%	6 25.0%	2 16.7%	12 46.2%	0 0.0%
			cl	bk								c	b	
Mean	3.49	3.55	2.82	4.40	4.00	1.50	4.00	3.50	3.35	4.00	3.52	3.75	3.38	2.50
			Ck	BEjm	e	CdjK					ce	bE		c

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

## Topic 2: Firm Growth Strategies

**Please rank order (1 = most important, 5 = least important) the following factors in terms of their importance for driving future organic revenue growth within your organization?**

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

### Having the right technology

1=1	7 14.6%	6 12.0%	2 8.7%	4 17.4%	4 10.8%	4 16.0%	4 16.0%	1 10.0%	3 9.7%	3 18.8%	7 10.3%	5 11.4%	6 20.7%
2=2	4 8.3%	5 10.0%	2 8.7%	2 8.7%	6 16.2%	2 8.0%	1 4.0%	1 10.0%	2 6.5%	2 12.5%	9 13.2%	1 2.3%	4 13.8%
3=3	10 20.8%	14 28.0%	5 21.7%	5 21.7%	10 27.0%	5 20.0%	8 32.0%	2 20.0%	7 22.6%	2 12.5%	13 19.1%	13 29.5%	7 24.1%
4=4	13 27.1%	9 18.0%	6 26.1%	4 17.4%	9 24.3%	5 20.0%	6 24.0%	2 20.0%	7 22.6%	2 12.5%	18 26.5%	8 18.2%	5 17.2%
5=5	14 29.2%	15 30.0%	8 34.8%	8 34.8%	7 18.9%	9 36.0%	6 24.0%	4 40.0%	12 38.7%	7 43.8%	20 29.4%	17 38.6%	7 24.1%
Mean	3.48	3.45	3.70	3.43	3.25	3.52	3.36	3.70	3.74	3.50	3.52	3.70	3.10

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. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Percent	149	11	11	11	6	2	1	17	23	2	22	12	26	3
	84.83	95.91	64.36	92.36	100.00	92.50	100.00	81.65	84.17	92.50	87.05	89.58	78.88	83.33
	25.76	10.68	37.53	11.68	0.00	3.54	---	32.09	23.98	10.61	27.02	20.28	28.84	28.87
		b	ac	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	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	51	49	25	23	36	26	27	8	35	16	67	47	32
	82.08	87.18	80.88	90.39	84.31	88.27	86.07	97.50	84.54	71.63	85.31	85.98	82.47
	27.07	24.27	27.44	24.71	30.24	21.01	25.94	7.07	24.24	29.07	26.16	24.73	27.75
						f		f		bd			

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?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Domestic sales	151	12	11	11	6	2	1	17	22	2	24	12	26	3
percent	81.35	95.42	67.49	84.27	100.00	90.00	100.00	80.90	77.68	60.00	82.35	82.87	76.92	86.67
	23.14	9.88	28.22	16.59	0.00	0.00	---	27.77	20.28	28.28	24.37	25.30	25.41	18.93
		BHII	A						A	A			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?

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	50	51	25	24	37	25	27	10	35	16	69	47	32
percent	77.92	83.42	77.59	88.52	81.68	86.98	83.83	91.50	78.19	67.02	82.52	81.48	79.24
	22.30	23.02	26.53	20.85	24.31	17.39	22.45	11.80	23.82	28.44	22.24	22.31	26.84
						F	f	f		Bcd			

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

## Topic 2: Firm Growth Strategies

### What percentage of your firm's sales are through the internet?

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M	
Internet sales percent	319	27	21	17	12	10	8	32	43	7	48	29	54	7	
	12.16	9.87	20.35	15.38	13.15	39.20	19.94	4.40	7.23	3.86	7.54	15.29	13.32	17.86	
	21.01	19.93	25.35	21.07	19.27	27.14	29.29	12.56	13.40	9.35	18.57	22.47	23.67	20.38	
		E	GHj	eg	eAc	dGHIJK	g	BcE	fkm	BE	E	bE	Eg	E	g

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

## Topic 2: Firm Growth Strategies

### What percentage of your firm's sales are 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
Internet sales percent	107	100	52	57	91	47	54	24	66	36	144	94	81
	9.72	11.51	15.64	14.17	15.46	16.34	9.78	5.19	7.63	15.23	0.00	4.61	42.54
	18.87	22.13	22.36	20.65	25.01	25.59	17.90	11.63	15.27	19.73	0.00	3.57	21.74
					e	de		bf	abf	de		C	B

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

## Topic 2: Firm Growth Strategies

### What factors prevent your company from selling more products or services over the internet?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	136 100.0%	10 7.4%	7 5.1%	8 5.9%	5 3.7%	2 1.5%	1 0.7%	17 12.5%	23 16.9%	2 1.5%	23 16.9%	11 8.1%	22 16.2%	3 2.2%
Our business requires more human interaction than can be provided over the internet	76 55.9%	5 50.0%	5 71.4% c	1 12.5% begjl	3 60.0%	2 100.0% c	1 100.0%	10 58.8% c	11 47.8%	0 0.0%	15 65.2% c	4 36.4%	15 68.2% c	2 66.7%
A new business model would be required	67 49.3%	6 60.0%	3 42.9%	5 62.5%	2 40.0%	0 0.0%	0 0.0%	9 52.9%	13 56.5%	0 0.0%	9 39.1%	5 45.5%	11 50.0%	2 66.7%
Our products/ services are too complex to sell over the internet	63 46.3%	4 40.0% k	3 42.9% k	1 12.5% jL	2 40.0% k	0 0.0% l	0 0.0%	9 52.9% K	11 47.8% K	1 50.0% k	14 60.9% cK	0 0.0% abdGHiJL	16 72.7% CeKm	0 0.0% l
Our business requires more customer experience than can provided over the internet	53 39.0%	5 50.0%	2 28.6%	1 12.5% i	2 40.0%	1 50.0%	1 100.0%	8 47.1%	8 34.8%	2 100.0% cj	6 26.1% i	5 45.5%	9 40.9%	2 66.7%
We don't want to compete for these customers	18 13.2%	1 10.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	2 11.8%	4 17.4%	0 0.0%	3 13.0%	3 27.3%	4 18.2%	0 0.0%

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

## Topic 2: Firm Growth Strategies

### What factors prevent your company from selling more products or services over the internet?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Leaders/owners/ board have dictated this strategic direction	15 11.0%	0 0.0%	1 14.3%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	4 17.4%	0 0.0%	2 8.7%	1 9.1%	4 18.2%	1 33.3%
We don't have the knowledge or skills to compete effectively	14 10.3%	1 10.0%	0 0.0%	3 37.5%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	3 13.0%	0 0.0%	1 4.3%	2 18.2%	2 9.1%	1 33.3%

j

c

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

## Topic 2: Firm Growth Strategies

### What factors prevent your company from selling more products or services over the internet?

	Total	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	136 100.0%	51 37.5%	44 32.4%	19 14.0%	21 15.4%	32 23.5%	22 16.2%	24 17.6%	10 7.4%	32 23.5%	15 11.0%	67 49.3%	44 32.4%	23 16.9%
Our business requires more human interaction than can be provided over the internet	76 55.9%	27 52.9%	30 68.2% C	6 31.6% B	12 57.1%	25 78.1% bcd	10 45.5% a	10 41.7% A	2 20.0% Aef	19 59.4% d	10 66.7% d	38 56.7%	20 45.5%	16 69.6%
A new business model would be required	67 49.3%	30 58.8%	17 38.6%	10 52.6%	9 42.9%	15 46.9%	10 45.5%	13 54.2%	7 70.0%	15 46.9%	6 40.0%	36 53.7% C	25 56.8% C	5 21.7% AB
Our products/ services are too complex to sell over the internet	63 46.3%	26 51.0% C	26 59.1% C	0 0.0% ABD	10 47.6% C	15 46.9%	8 36.4%	8 33.3% f	5 50.0%	17 53.1%	10 66.7% c	35 52.2%	17 38.6%	9 39.1%
Our business requires more customer experience than can provided over the internet	53 39.0%	20 39.2%	18 40.9%	4 21.1%	10 47.6%	13 40.6%	6 27.3%	8 33.3%	5 50.0%	15 46.9%	6 40.0%	30 44.8%	14 31.8%	8 34.8%
We don't want to compete for these customers	18 13.2%	6 11.8%	6 13.6%	3 15.8%	3 14.3%	6 18.8%	2 9.1%	4 16.7%	2 20.0%	3 9.4%	0 0.0%	10 14.9%	6 13.6%	2 8.7%

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

## Topic 2: Firm Growth Strategies

### What factors prevent your company from selling more products or services over the internet?

	Total	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
		Leaders/owners/ board have dictated this strategic direction	15 11.0%	7 13.7%	4 9.1%	2 10.5%	2 9.5%	3 9.4%	3 13.6%	4 16.7%	0 0.0%	4 12.5%	1 6.7%	5 7.5%
We don't have the knowledge or skills to compete effectively	14 10.3%	6 11.8%	2 4.5% C	6 31.6% BD	0 0.0% C	3 9.4%	2 9.1%	2 8.3%	2 20.0%	2 6.3%	2 13.3%	7 10.4%	5 11.4%	2 8.7%

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. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Percent change	207	15	14	14	7	6	3	23	25	4	33	17	36	6
	7.48	3.67	11.35	9.39	6.43	19.17	0.00	11.39	1.21	3.75	6.23	7.30	8.64	5.83
	16.72	5.80	15.62	17.27	12.49	18.00	17.32	18.26	8.86	7.50	16.74	18.97	21.10	21.08
		E	h			AH		h	bEg					

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	68	68	34	34	59	32	33	12	47	23	95	61	47
	6.92	6.96	7.66	10.73	11.47	7.43	7.68	2.92	4.55	4.43	6.88	6.80	10.16
	19.34	15.05	15.78	14.84	21.03	19.10	15.65	14.32	11.75	9.19	16.84	14.59	19.55
					e				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 marketing spending during the next 12 months.**

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Overall marketing spending	191 7.47 13.71	14 2.00 6.11	13 9.03 19.37	14 7.36 7.08	5 3.60 4.16	5 9.00 8.94	3 8.33 10.41	21 10.01 12.28	25 5.88 7.17	3 5.00 8.66	30 7.28 16.18	17 5.20 16.50	32 10.05 15.88	6 5.36 22.70
		cg		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 marketing spending 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
Overall marketing spending	64	62	32	31	55	32	28	10	44	21	87	57	45
	8.78	9.19	4.32	4.39	11.57	8.42	6.55	1.00	5.05	5.00	7.58	5.97	9.48
	14.83	14.53	13.87	8.37	17.76	13.23	14.38	9.07	8.16	10.54	15.47	10.24	14.18
					e				a				

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

### Topic 3: Marketing Spending

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Direct expenses of marketing activities	191 92.3%	15 100.0%	13 92.9%	12 85.7%	7 100.0%	6 100.0%	3 75.0%	18 78.3%	22 91.7%	2 66.7%	30 93.8%	16 94.1%	37 97.4%	6 100.0%
Social media marketing	170 82.1%	12 80.0%	13 92.9%	13 92.9%	7 100.0%	4 66.7%	4 100.0%	16 69.6%	17 70.8%	1 33.3%	27 84.4%	16 94.1%	31 81.6%	5 83.3%
Marketing employees	154 74.4%	10 66.7%	11 78.6%	6 42.9%	6 85.7%	5 83.3%	3 75.0%	17 73.9%	20 83.3%	1 33.3%	22 68.8%	11 64.7%	34 89.5%	6 100.0%
Marketing analytics	152 73.4%	11 73.3%	9 64.3%	10 71.4%	5 71.4%	2 33.3%	4 100.0%	16 69.6%	18 75.0%	3 100.0%	24 75.0%	14 82.4%	29 76.3%	4 66.7%
Marketing research	139 67.1%	10 66.7%	10 71.4%	9 64.3%	5 71.4%	2 33.3%	3 75.0%	19 82.6%	14 58.3%	2 66.7%	19 59.4%	12 70.6%	26 68.4%	5 83.3%
Other overhead costs associated with Marketing	136 65.7%	8 53.3%	6 42.9%	8 57.1%	6 85.7%	2 33.3%	2 50.0%	13 56.5%	19 79.2%	2 66.7%	22 68.8%	12 70.6%	28 73.7%	6 100.0%
Marketing training	97 46.9%	7 46.7%	5 35.7%	5 35.7%	2 28.6%	3 50.0%	2 50.0%	12 52.2%	15 62.5%	0 0.0%	14 43.8%	7 41.2%	19 50.0%	4 66.7%
Mobile marketing tools	97 46.9%	7 46.7%	6 42.9%	5 35.7%	5 71.4%	3 50.0%	3 75.0%	13 56.5%	11 45.8%	0 0.0%	10 31.3%	11 64.7%	15 39.5%	6 100.0%

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

### Topic 3: Marketing Spending

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Sales support tools	85 41.1%	3 20.0%	4 28.6%	6 42.9%	4 57.1%	2 33.3%	2 50.0%	12 52.2%	12 50.0%	1 33.3%	15 46.9%	3 17.6%	18 47.4%	2 33.3%
Sales employees	45 21.7%	2 13.3%	3 21.4%	3 21.4%	3 42.9%	1 16.7%	1 25.0%	7 30.4%	2 8.3%	2 66.7%	11 34.4%	0 0.0%	9 23.7%	1 16.7%

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

### Topic 3: Marketing Spending

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

	Total	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
Direct expenses of marketing activities	191 92.3%	65 94.2%	62 92.5%	27 81.8% d	34 97.1% c	48 85.7% b	33 100.0% af	30 93.8%	12 92.3%	46 95.8%	21 87.5% b	83 90.2%	57 93.4%	47 94.0%
Social media marketing	170 82.1%	51 73.9%	58 86.6%	27 81.8%	31 88.6%	40 71.4% bd	30 90.9% a	28 87.5%	13 100.0% a	40 83.3%	18 75.0%	72 78.3%	54 88.5%	41 82.0%
Marketing employees	154 74.4%	56 81.2% c	53 79.1% c	19 57.6% ab	24 68.6%	35 62.5%	24 72.7%	25 78.1%	11 84.6%	38 79.2%	20 83.3%	70 76.1%	43 70.5%	37 74.0%
Marketing analytics	152 73.4%	53 76.8%	48 71.6%	22 66.7%	26 74.3%	31 55.4% EF	25 75.8%	23 71.9%	11 84.6%	39 81.3% A	22 91.7% A	65 70.7%	46 75.4%	37 74.0%
Marketing research	139 67.1%	50 72.5%	42 62.7%	21 63.6%	23 65.7%	27 48.2% EF	23 69.7%	21 65.6%	8 61.5%	39 81.3% A	21 87.5% A	56 60.9%	43 70.5%	36 72.0%
Other overhead costs associated with Marketing	136 65.7%	50 72.5% c	45 67.2%	17 51.5% a	22 62.9%	26 46.4% cEF	21 63.6% f	24 75.0% a	8 61.5%	36 75.0% A	21 87.5% Ab	59 64.1%	40 65.6%	33 66.0%
Marketing training	97 46.9%	41 59.4% cd	30 44.8%	11 33.3% a	13 37.1% a	16 28.6% bEF	17 51.5% a	14 43.8%	6 46.2%	29 60.4% A	15 62.5% A	39 42.4%	30 49.2%	24 48.0%
Mobile marketing tools	97 46.9%	32 46.4% d	26 38.8% D	13 39.4% d	24 68.6% aBc	16 28.6% CEf	15 45.5%	19 59.4% A	7 53.8%	26 54.2% A	13 54.2% a	35 38.0% c	32 52.5%	28 56.0% a

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

### Topic 3: Marketing Spending

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

	Total	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 support tools	85 41.1%	29 42.0%	31 46.3% c	8 24.2% b	15 42.9%	23 41.1%	11 33.3%	15 46.9%	6 46.2%	21 43.8%	9 37.5%	42 45.7%	27 44.3%	16 32.0%
Sales employees	45 21.7%	15 21.7%	16 23.9%	4 12.1%	10 28.6%	17 30.4%	5 15.2%	4 12.5%	2 15.4%	11 22.9%	6 25.0%	24 26.1%	10 16.4%	11 22.0%

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



### Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Digital marketing spending	186 12.27 14.76	13 9.85 7.21	13 9.38 18.06	13 16.77 13.25	5 2.00 2.74	4 11.25 8.54	3 8.33 10.41	21 9.43 11.38	24 11.97 12.90	3 0.00 0.00	29 11.26 17.06	17 19.78 19.03	33 13.62 15.88	5 22.47 18.48
		dm		d	acm			k				g		ad
Customer relationship management	181 9.54 12.56	12 4.58 8.56	13 6.54 6.58	12 10.23 13.97	5 9.40 8.47	4 5.00 5.77	3 6.67 5.77	20 11.17 14.32	24 5.88 7.73	4 1.25 2.50	28 11.18 14.88	16 13.09 15.21	31 10.24 12.72	6 23.90 19.79
		M	M					M					m	ABHI
Brand building	186 7.34 9.74	13 0.78 10.15	12 5.04 8.71	14 8.11 9.90	5 6.00 8.94	4 5.00 5.77	3 5.00 13.23	20 9.62 10.34	24 5.33 7.32	4 6.25 9.46	29 6.40 8.99	16 11.84 10.88	33 9.85 10.27	6 8.42 13.86
		gKL						a	k			Ah	A	
New product introductions	178 6.33 9.58	14 5.14 7.51	12 3.75 6.08	13 5.81 13.07	5 8.40 8.68	4 0.00 0.00	3 6.67 5.77	20 10.69 8.95	24 7.99 10.16	4 2.50 2.89	26 2.53 7.25	16 8.06 10.17	29 8.36 12.08	5 0.00 0.00
			g					bJ	j		Ghkl	j	j	
New service introductions	179 6.07 9.05	13 3.08 6.54	12 7.75 8.19	12 1.75 4.41	5 9.40 8.47	4 2.50 5.00	3 10.00 10.00	21 8.72 11.48	24 3.26 7.67	3 3.33 5.77	26 5.77 8.48	16 6.94 9.06	31 6.98 10.23	6 12.02 13.90
			c	bdfm	c		c		m					ch
Traditional advertising spending	178 -1.24 9.98	12 -3.67 10.07	12 -0.17 3.74	13 -4.85 8.53	5 3.40 4.22	4 2.50 2.89	3 7.94 18.26	21 -0.93 11.68	24 -0.63 11.36	3 0.00 0.00	27 -1.44 4.78	16 -7.39 13.46	30 1.46 11.21	5 -6.00 8.22
					j		j				dfk	jl	k	

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

### Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Digital marketing spending	63 13.90 15.33 d	60 13.19 15.72	31 12.10 14.68	30 7.37 11.33 a	52 10.78 15.92	31 16.46 16.30	27 10.53 13.37	10 17.43 18.63	43 10.74 12.99	22 12.11 12.47	83 10.20 13.99	59 12.99 14.43	42 15.65 16.53
Customer relationship management	61 10.70 13.59	58 10.66 13.24	29 6.85 10.36	31 7.02 10.88	51 9.68 12.86	30 7.88 12.83	24 9.36 11.29	10 10.50 10.66	44 11.45 14.00	21 7.80 11.32	82 10.84 13.92	55 8.51 11.47	42 8.51 11.39
Brand building	63 8.83 10.31	59 7.01 9.13	31 5.92 8.58	31 6.36 11.04	52 8.15 9.85	31 5.85 9.08	26 8.87 10.18	10 4.61 11.65	44 8.18 10.67	22 4.68 6.27	84 8.05 9.95	57 7.02 9.35	43 6.58 10.13
New product introductions	60 9.15 10.58 Bd	56 4.48 8.35 A	30 6.28 11.25	30 4.63 6.67 a	51 7.60 11.77	28 4.00 7.95	26 7.12 9.51	9 6.20 11.37	42 5.58 7.85	21 7.24 8.50	81 5.46 9.41	55 7.99 10.45	40 6.12 8.71
New service introductions	61 4.21 8.69 b	56 8.08 9.45 ac	29 3.86 8.28 b	31 7.29 8.60	51 7.88 10.61 B	29 1.14 3.62 ACDeF	24 8.63 10.04 B	9 8.57 11.71 B	43 5.37 8.11 b	22 6.23 7.79 B	80 6.02 9.47	56 5.72 8.72	41 6.93 8.97
Traditional advertising spending	61 -0.07 11.77	55 -0.75 9.06 c	30 -4.81 8.85 b	30 -1.05 8.12	51 1.05 8.16 D	30 -2.11 9.07	25 0.14 10.09	10 -7.50 12.08	40 -2.20 9.83	21 -2.48 13.37	81 0.75 8.08	55 -3.41 12.35	40 -2.26 9.52

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

### Topic 3: Marketing Spending

#### What percent of your marketing budget does your company currently spend on digital and non-digital marketing activities?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
% digital	205	15	14	14	7	6	3	22	25	3	32	17	37	6
	44.30	36.67	66.43	54.14	33.57	50.83	18.33	32.45	29.68	3.33	51.38	42.71	53.30	50.00
	30.08	26.10	32.19	30.29	34.36	30.40	7.64	22.73	25.44	5.77	27.40	31.74	32.15	26.08
		bi	adfGHIk	ghi	b	i	bj	BcijL	BcJL	aBcegJlm	fgHI	b	GHi	i
% non-digital	205	15	14	14	7	6	3	22	25	3	32	17	37	6
	55.26	63.33	33.57	45.86	66.43	34.17	81.67	67.55	70.32	96.67	48.63	57.29	46.70	50.00
	30.23	26.10	32.19	30.29	34.36	28.36	7.64	22.73	25.44	5.77	27.40	31.74	32.15	26.08
		bei	adfGHIk	ghi	b	afGHI	bej	BcEijL	BcEJL	aBcEgJlm	fgHI	b	GHi	i

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

### Topic 3: Marketing Spending

#### What percent of your marketing budget does your company currently spend on digital and non-digital marketing 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
% digital	69	66	32	35	58	33	31	12	47	23	92	61	48
	33.54	50.97	52.06	45.06	56.36	48.45	36.23	31.25	38.79	37.91	39.65	40.62	56.98
	27.13	31.07	30.14	29.18	32.67	30.04	28.59	21.86	28.42	23.19	30.82	27.45	29.55
	BCd	A	A	a	CdEf		A	a	A	a	C	C	AB
% non-digital	69	66	32	35	58	33	31	12	47	23	92	61	48
	65.16	49.03	47.94	54.94	42.09	51.55	63.77	68.75	61.21	62.09	60.35	59.38	41.15
	28.12	31.07	30.14	29.18	32.57	30.04	28.59	21.86	28.42	23.19	30.82	27.45	29.36
	BC	A	A		CDEF		A	A	A	A	C	C	AB

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

**Topic 3: Marketing Spending**

**What percent of your marketing budget will your company spend on digital and non-digital marketing activities in the next five years?**

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
% digital	201	15	13	14	7	6	3	21	25	3	31	17	36	6
	54.08	43.33	70.77	59.64	42.86	56.67	36.67	50.00	42.60	6.67	57.55	57.12	62.22	66.67
	27.30	23.50	29.07	20.14	32.90	33.71	5.77	26.03	24.75	11.55	26.65	29.36	27.14	13.66
		bilm	agHI	hI		i	iM	bi	BcijLm	aBCefghJ KLM	hI	I	aHI	aFhI
% non-digital	201	15	13	14	7	6	3	21	25	3	31	17	36	6
	45.42	56.67	29.23	40.36	57.14	26.67	63.33	50.00	57.40	93.33	42.45	42.88	37.78	33.33
	27.22	23.50	29.07	20.14	32.90	23.17	5.77	26.03	24.75	11.55	26.65	29.36	27.14	13.66
		beilm	agHI	hI		afHI	eiM	bi	BcEijLm	aBCEfghJ KLM	hI	I	aHI	aFhI

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

### Topic 3: Marketing Spending

#### What percent of your marketing budget will your company spend on digital and non-digital marketing activities in the next five years?

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	68	63	32	35	58	31	30	11	47	23	91	59	48
	44.79	60.22	59.22	55.29	60.59	56.61	50.83	46.82	50.55	49.35	49.51	52.12	64.38
	26.76	26.36	26.79	27.09	30.97	23.11	25.63	21.94	27.80	25.42	29.47	23.93	25.05
	Bc	A	a								C	c	Ab
% non-digital	68	63	32	35	58	31	30	11	47	23	91	59	48
	53.74	39.78	40.78	44.71	37.69	43.39	49.17	53.18	49.45	50.65	50.49	47.88	33.54
	27.01	26.36	26.79	27.09	30.32	23.11	25.63	21.94	27.80	25.42	29.47	23.93	23.70
	Bc	A	a		e				a		C	C	AB

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

### Topic 3: Marketing Spending

**By what percent has your spending on each type of marketing knowledge changed in the prior 12 months? Be sure to report the level and direction of the change. (e.g., 10%, 0%, -5%)**

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Marketing training	157 3.45 6.99	11 7.36 8.69	11 3.18 7.51	11 1.55 3.21 m	6 4.33 10.61	3 6.67 11.55	1 10.00 ---	19 3.11 7.26	23 2.78 4.52 m	1 0.00 ---	22 2.86 6.58	15 3.67 7.19	27 2.59 7.35	4 10.00 11.55 ch
Marketing research and intelligence	159 5.12 8.07	11 4.55 7.89	12 4.58 4.50	11 3.91 4.37 d	6 11.83 11.00 cl	3 3.33 5.77	1 -10.00 ---	18 4.83 6.16	23 5.04 8.22	1 0.00 ---	22 4.55 8.00	15 9.73 11.71 l	28 4.07 6.73 dk	5 4.60 15.68
Marketing consulting services	156 4.79 13.97	11 0.91 9.17	11 0.91 2.02 c	11 12.71 18.42 bj	6 11.23 18.38	3 3.33 5.77	1 0.00 ---	18 5.19 18.10	23 5.06 11.38	1 25.00 ---	21 3.10 7.33 c	15 8.89 13.33	27 0.70 17.37	5 10.48 20.75
Developing new marketing knowledge and capabilities	160 7.96 10.09	11 7.27 7.86	12 6.33 12.34	10 7.50 7.91	6 10.00 10.95	3 3.33 5.77	1 20.00 ---	19 10.26 12.81	23 5.52 7.16	2 2.50 3.54	22 7.82 9.15	15 10.07 11.22	28 7.96 11.20	5 14.00 13.42

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

### Topic 3: Marketing Spending

**By what percent has your spending on each type of marketing knowledge changed in the prior 12 months? Be sure to report the level and direction of the change. (e.g., 10%, 0%, -5%)**

Number Mean SD	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
Marketing training	157 3.45 6.99	56 2.91 5.62	49 4.06 7.91	27 3.70 7.75	24 3.29 7.43	38 2.87 6.61	28 3.46 5.81	27 3.26 7.58	9 1.89 4.96	36 4.06 8.11	18 4.67 7.74	65 2.78 6.69	51 3.73 7.26	38 4.21 7.37
Marketing research and intelligence	159 5.12 8.07	56 4.50 7.93	50 5.00 7.35	27 6.26 10.06	25 5.40 7.84	39 3.67 6.41	27 4.41 6.38	27 3.96 9.26	9 3.00 6.87	38 6.26 9.51	18 9.44 8.13	66 3.94 7.70	51 6.51 9.09	39 5.15 7.40
Marketing consulting services	156 4.79 13.97	56 6.14 16.66	47 1.57 9.06	27 6.25 14.28	25 6.39 14.70	39 4.01 14.83	25 4.31 18.81	27 5.83 11.23	9 9.71 18.19	37 4.94 12.54	18 1.94 8.28	66 3.20 13.84	49 6.47 14.81	38 5.56 13.66
Developing new marketing knowledge and capabilities	160 7.96 10.09	57 8.56 10.67	50 8.84 10.69	27 6.59 9.97	25 6.24 7.75	39 8.95 13.20	27 6.89 9.85	27 6.96 10.47	9 10.00 8.29	39 7.36 8.51	18 8.56 5.88	68 7.72 10.42	50 8.34 10.04	39 8.03 10.13

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



### Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent of your marketing budget	168	11	12	12	7	3	1	20	24	2	24	15	30	4
	3.89	5.16	3.99	2.58	1.57	3.67	2.00	3.55	4.38	5.00	4.59	2.63	4.59	5.00
	5.00	6.30	6.15	2.07	2.37	1.53	---	2.93	5.40	7.07	5.31	3.44	6.14	10.00

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

### Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of your marketing budget	58	53	29	27	43	28	30	9	40	17	74	51	40
	4.24	4.33	2.79	3.61	4.03	3.28	3.35	5.67	3.59	5.51	3.13	4.82	4.32
	5.37	5.64	3.05	4.58	5.82	4.71	4.42	5.15	4.44	5.56	4.69	4.46	6.09
											b	a	

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent of budget	185	14	12	12	6	6	3	22	22	4	29	16	31	5
	10.81	10.68	16.34	14.28	16.22	12.50	6.00	12.30	6.04	3.00	9.52	6.80	12.79	13.00
	10.37	7.60	14.76	11.03	15.65	11.29	1.73	11.34	5.67	2.31	8.93	10.27	10.72	13.40
		h	H	H	h			h	aBCdgL				H	

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	59	61	30	32	58	25	28	9	43	21	80	59	44
	8.48	9.64	17.17	11.64	12.57	13.52	9.32	5.78	8.85	11.19	10.59	9.73	12.98
	7.53	9.24	13.55	11.80	10.62	8.83	10.73	6.23	9.82	12.57	10.86	9.18	11.00
	C	C	AB			d		b					

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent of revenues	190	14	12	14	7	5	3	21	21	4	30	17	34	5
	7.26	5.26	17.74	8.14	10.73	18.50	0.50	9.50	2.59	1.00	3.35	4.72	9.67	4.10
	9.87	5.66	19.04	6.07	14.99	14.53	0.50	10.09	2.93	0.82	2.79	10.04	10.07	3.78
		bE	aHJk	eHiJ	hj	AcHiJk		HJ BCdEGL		ce BCdEGL		be	HJ	

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

### Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of revenues	63	61	31	32	55	28	28	11	46	21	85	59	43
	5.36	7.14	10.08	8.90	10.13	11.44	6.31	2.10	3.55	6.42	6.22	5.27	12.25
	5.66	11.42	10.91	11.90	11.66	12.69	10.15	1.63	4.82	6.82	8.74	8.04	12.71
	C		A		dE	dE		abf	AB	d	C	C	AB

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

## Topic 4: Firm Performance

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Sales revenue	151 4.74 4.87	11 1.82 5.40 ch	12 3.33 5.66	12 6.42 3.90 a	5 5.60 4.39	2 6.50 4.95	1 3.00 ---	18 5.33 5.84	21 5.52 3.50 a	2 10.00 0.00	22 4.18 4.46	13 4.00 5.02	26 4.92 5.47	4 5.00 4.40
Profits	148 3.45 5.26	11 0.27 5.62 gH	12 3.00 6.74	11 4.36 4.67	5 3.60 6.50	2 0.50 0.71	1 3.00 ---	18 5.61 5.24 ak	21 5.14 3.98 Ak	2 4.50 7.78	22 2.86 4.63	13 1.15 5.79 gh	24 3.29 5.46	4 4.50 4.20
Brand value	149 3.44 4.05	11 1.55 1.69 Cd	12 2.08 5.82	11 6.00 4.15 AK	5 6.20 5.22 ak	2 1.00 0.00	1 0.00 ---	18 4.50 5.07 k	21 3.33 3.35	2 5.50 6.36	22 3.41 3.07 k	13 1.08 2.99 Cd gjl	25 3.64 3.75 k	4 3.50 4.51
Customer acquisition	149 3.21 4.27	11 2.00 4.10	12 2.00 5.88	11 3.18 3.76	5 2.20 4.87	2 4.00 1.41	1 5.00 ---	18 3.67 4.06	21 4.33 3.64	2 0.50 0.71	22 2.91 4.03	13 2.62 3.55	25 3.64 5.20	4 1.75 2.75
Marketing ROI	149 2.84 4.28	10 -0.40 3.50 DHL	12 1.83 5.54	12 1.58 5.12	5 6.60 4.77 Ak	2 5.00 7.07	1 10.00 ---	17 3.00 4.66	21 3.48 3.54 A	2 0.00 7.07	22 2.59 4.04	13 2.46 3.23 d	26 3.58 3.31 A	4 3.00 4.97
Customer retention	148 2.17 4.13	11 1.18 3.12	12 0.67 4.58	11 3.64 3.67	5 2.40 3.36	2 0.50 0.71	1 -3.00 ---	18 2.72 4.25	21 2.86 3.85	2 5.50 6.36	21 2.10 3.39	13 1.38 4.13	25 1.92 4.52	4 2.50 9.57
Market share	151 1.96 3.96	11 0.36 4.80	12 0.42 3.92 h	12 2.42 1.78	5 4.60 5.08	2 5.00 7.07	1 3.00 ---	18 3.83 4.99	21 2.71 2.28 bm	2 3.00 2.83	22 1.09 3.64	13 1.46 4.79	26 2.31 2.92	4 -1.00 4.90 h

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

## Topic 4: Firm Performance

### Rate your firm's financial and market 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	51 4.67 5.41	50 4.50 4.97	25 4.92 4.44	24 5.00 4.05	39 4.10 5.22	25 5.00 5.54	26 5.23 4.35	8 3.38 5.68	37 5.03 4.87	15 5.40 3.52	66 4.35 5.48	46 4.85 4.28	36 5.36 4.62
Profits	50 3.84 5.48	49 2.53 5.59	24 3.75 4.81	24 3.96 4.48	39 2.67 5.65 f	24 1.92 6.14 f	25 3.92 4.36	8 1.50 3.78 f	36 4.61 5.15	15 5.87 3.89 abd	64 2.63 5.52	45 4.18 4.91	36 4.14 5.30
Brand value	50 3.64 4.14	50 2.72 3.78	24 3.75 4.18	24 4.13 4.39	39 3.82 4.78	25 3.24 3.61	25 3.72 4.26	8 2.63 3.42	36 3.17 3.75	15 3.40 3.98	65 3.12 3.47	45 3.53 4.31	36 4.14 4.75
Customer acquisition	50 3.26 4.37	50 3.52 4.00	24 1.88 4.77	24 3.54 3.95	39 3.31 5.20	25 2.96 4.54	25 3.24 3.52	8 1.50 4.28	36 3.22 3.82	15 4.40 3.66	65 3.54 4.24	45 2.78 3.57	36 3.33 5.23
Marketing ROI	51 3.10 4.04	49 2.61 4.59	24 1.92 4.30	24 3.58 4.24	39 2.97 4.60	25 1.68 4.62	25 2.24 3.43	8 1.25 1.83	37 3.95 4.61	14 3.79 3.85	64 2.16 3.60	46 3.04 4.24	36 3.75 5.37
Customer retention	50 2.10 4.24	49 2.20 4.61	24 1.67 3.76	24 2.63 3.39	39 2.51 4.41	25 0.88 4.70	25 1.68 4.14	8 2.63 3.89	35 2.77 3.68	15 2.73 3.65	64 2.25 4.19	45 2.64 3.98	36 1.56 4.38
Market share	51 2.00 3.39	50 1.34 4.00 d	25 2.16 3.25	24 3.46 4.77 b	39 0.74 3.41 F	25 2.40 4.31	26 2.46 3.84	8 2.25 4.03	37 1.84 4.45	15 3.80 3.23 A	66 1.45 3.96	46 2.48 3.78	36 2.14 4.34

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



## Topic 4: Firm Performance

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
5=Excellent	29 18.2%	6 50.0% bdhJl	1 8.3% a	2 16.7%	0 0.0% a	1 50.0% j	0 0.0%	5 29.4% j	3 13.0% a	1 50.0% j	1 4.3% Aegi	3 21.4%	4 14.3% a	1 25.0%
4=Good	53 33.3%	3 25.0%	2 16.7% j	5 41.7%	2 33.3%	1 50.0%	1 100.0%	7 41.2%	4 17.4% j	0 0.0%	12 52.2% bh	6 42.9%	9 32.1%	0 0.0%
3=Average	52 32.7%	3 25.0%	7 58.3% g	3 25.0%	3 50.0%	0 0.0%	0 0.0%	3 17.6% b	11 47.8%	1 50.0%	6 26.1%	4 28.6%	9 32.1%	2 50.0%
2=Fair	14 8.8%	0 0.0%	1 8.3%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	2 11.8%	2 8.7%	0 0.0%	1 4.3%	1 7.1%	3 10.7%	1 25.0%
1=Poor	11 6.9%	0 0.0%	1 8.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	3 13.0%	0 0.0%	3 13.0%	0 0.0%	3 10.7%	0 0.0%
=NA	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	3.47	4.25 BdHjl	3.08 Ag	3.58	3.00 a	4.50	4.00	3.88 bh	3.09 Ag	4.00	3.30 a	3.79	3.29 a	3.25

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

## Topic 4: Firm Performance

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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
	5=Excellent	12 22.2%	10 19.6%	2 7.7%	4 15.4%	4 9.8% d	5 19.2%	6 22.2%	4 40.0% a	8 21.1%	2 12.5%	11 15.7%	10 21.3%
4=Good	17 31.5%	17 33.3%	11 42.3%	8 30.8%	17 41.5% e	9 34.6%	7 25.9%	4 40.0%	7 18.4% aF	9 56.3% E	20 28.6%	16 34.0%	17 44.7%
3=Average	15 27.8%	15 29.4%	12 46.2%	10 38.5%	11 26.8%	8 30.8%	10 37.0%	1 10.0% e	17 44.7% d	4 25.0%	23 32.9%	18 38.3%	8 21.1%
2=Fair	7 13.0%	3 5.9%	0 0.0%	3 11.5%	5 12.2%	2 7.7%	2 7.4%	0 0.0%	5 13.2%	0 0.0%	8 11.4%	1 2.1%	5 13.2%
1=Poor	3 5.6%	6 11.8%	1 3.8%	1 3.8%	4 9.8%	2 7.7%	2 7.4%	1 10.0%	1 2.6%	1 6.3%	8 11.4%	2 4.3%	1 2.6%
=NA	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	3.52	3.43	3.50	3.42	3.29	3.50	3.48	4.00	3.42	3.69	3.26	3.66	3.63

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

## Topic 4: Firm Performance

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
5=Excellent	24 15.1%	2 16.7%	1 8.3%	3 25.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	3 13.0%	1 50.0%	2 8.7%	3 21.4%	7 25.0%	0 0.0%
4=Good	35 22.0%	1 8.3%	2 16.7%	2 16.7%	1 16.7%	0 0.0%	1 100.0%	4 23.5%	5 21.7%	0 0.0%	7 30.4%	6 42.9%	4 14.3%	2 50.0%
3=Average	65 40.9%	7 58.3%	8 66.7%	3 25.0%	3 50.0%	0 0.0%	0 0.0%	6 35.3%	10 43.5%	1 50.0%	10 43.5%	5 35.7%	12 42.9%	0 0.0%
2=Fair	22 13.8%	2 16.7%	1 8.3%	3 25.0%	1 16.7%	1 50.0%	0 0.0%	3 17.6%	3 13.0%	0 0.0%	2 8.7%	0 0.0%	3 10.7%	2 50.0%
1=Poor	13 8.2%	0 0.0%	0 0.0%	1 8.3%	1 16.7%	0 0.0%	0 0.0%	4 23.5%	2 8.7%	0 0.0%	2 8.7%	0 0.0%	2 7.1%	0 0.0%
=NA	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	3.22	3.25	3.25	3.25	2.67	3.50	4.00	2.59	3.17	4.00	3.22	3.86	3.39	3.00

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

## Topic 4: Firm Performance

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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
	5=Excellent	11 20.4%	7 13.7%	3 11.5%	2 7.7%	7 17.1%	4 15.4%	4 14.8%	2 20.0%	5 13.2%	2 12.5%	8 11.4%	8 17.0%
4=Good	10 18.5%	9 17.6%	7 26.9%	9 34.6%	12 29.3%	4 15.4%	5 18.5%	1 10.0%	7 18.4%	6 37.5%	16 22.9%	9 19.1%	9 23.7%
3=Average	21 38.9%	25 49.0%	9 34.6%	10 38.5%	12 29.3%	12 46.2%	11 40.7%	5 50.0%	19 50.0%	5 31.3%	26 37.1%	23 48.9%	14 36.8%
2=Fair	5 9.3%	7 13.7%	5 19.2%	4 15.4%	4 9.8%	3 11.5%	6 22.2%	1 10.0%	6 15.8%	2 12.5%	12 17.1%	3 6.4%	7 18.4%
1=Poor	7 13.0%	3 5.9%	2 7.7%	1 3.8%	6 14.6%	3 11.5%	1 3.7%	1 10.0%	1 2.6%	1 6.3%	8 11.4%	4 8.5%	1 2.6%
=NA	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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	3.24	3.20	3.15	3.27	3.24	3.12	3.19	3.20	3.24	3.38	3.06	3.30	3.37

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
...of your marketing budget do you currently spend on social media?	239 13.84 14.94	21 8.57 8.54	15 23.91 19.43	15 19.54 16.98	10 15.00 15.93	7 29.24 21.37	4 10.00 13.54	25 12.48 13.29	30 6.65 9.69	6 9.33 10.98	37 13.50 14.94	19 17.76 17.83	39 13.26 13.85	7 19.51 14.54
		BcEkm	AgHjl	aH		AgHjl		be	BCEjKIM		beh	aH	beh	aH
...will you spend in the next 12 months?	237 16.29 16.27	21 10.24 9.74	14 28.41 21.69	15 23.21 14.93	10 18.62 20.62	7 31.77 20.41	4 13.75 10.31	24 16.00 14.80	30 8.34 11.48	6 14.33 19.97	37 14.22 16.04	19 20.38 18.87	39 15.25 14.66	7 25.17 14.56
		BCEkM	AgHjl	AH		AgHjl		beh	BCEgKIM		be	aH	beh	AH
...do you predict you will spend in five years?	236 22.86 19.73	21 17.29 14.44	14 36.50 23.80	15 33.03 19.11	10 25.75 26.47	7 36.11 21.17	4 30.00 18.26	24 24.85 21.64	30 12.39 15.33	6 19.63 27.31	36 19.54 16.68	19 25.78 20.90	39 21.39 17.79	7 33.97 16.15
		BCem	AHJl	AHjl		aHj	h	h	BCEfgklM		Bcem	h	bch	aHj

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 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
	...of your marketing budget do you currently spend on social media?	78 9.67 11.62	77 13.92 15.88	38 18.64 16.50	43 17.45 15.83	70 16.95 18.34	33 15.58 16.78	43 12.58 12.63	15 9.30 8.22	52 12.28 13.63	25 10.48 9.32	109 10.73 13.87	67 14.58 14.02
	CD		A	A							C		A
...will you spend in the next 12 months?	78 12.05 12.58	77 15.89 17.62	36 21.48 16.69	43 20.74 17.92	70 18.75 19.06	33 17.90 17.89	41 16.03 15.87	15 11.73 8.54	52 14.51 15.22	25 13.20 10.21	108 12.85 15.20	66 16.57 14.43	59 22.50 18.82
	CD		A	A							C	c	Ab
...do you predict you will spend in five years?	78 18.78 17.18	76 21.64 19.74	36 27.75 21.03	43 28.90 21.63	69 26.24 22.29	33 23.71 19.62	41 23.02 19.68	15 16.53 12.37	52 20.67 19.55	25 19.40 15.18	107 18.39 19.05	66 23.65 18.60	59 30.45 20.64
	cD		a	A							C		A

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

## Topic 5: Social Media

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
1=Not At All Effectively	27 11.2%	2 9.5% i	0 0.0% hi	1 6.7% i	0 0.0% i	0 0.0%	0 0.0%	3 12.0% i	8 26.7% bl	3 50.0% abcdgkL	6 15.4%	1 5.3% i	2 5.0% hI	1 14.3%
2=	29 12.0%	3 14.3%	1 7.1%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	4 16.0%	5 16.7%	0 0.0%	4 10.3%	2 10.5%	7 17.5%	0 0.0%
3=	25 10.3%	1 4.8% f	0 0.0% f	1 6.7%	0 0.0%	1 14.3%	2 40.0% ab	3 12.0%	3 10.0%	0 0.0%	5 12.8%	2 10.5%	6 15.0%	1 14.3%
4=	49 20.2%	5 23.8%	3 21.4%	1 6.7%	0 0.0%	1 14.3%	1 20.0%	7 28.0%	9 30.0%	1 16.7%	8 20.5%	3 15.8%	10 25.0%	0 0.0%
5=	43 17.8%	3 14.3%	3 21.4%	3 20.0%	4 40.0% hl	0 0.0%	1 20.0%	4 16.0%	2 6.7% dk	0 0.0%	9 23.1%	6 31.6% h	5 12.5% d	2 28.6%
6=	46 19.0%	4 19.0% e	3 21.4% e	5 33.3% g	3 30.0%	5 71.4% abfGHJKL	0 0.0%	2 8.0% e	3 10.0% cE	1 16.7% E	7 17.9% E	2 10.5% E	7 17.5% E	2 28.6%
7=Very Effectively	23 9.5%	3 14.3% hj	4 28.6% HJl	2 13.3% hj	3 30.0% HJ	0 0.0%	1 20.0% hJ	2 8.0%	0 0.0% aBcDfikm	1 16.7% hj	0 0.0% aBcDFikm	3 15.8% hj	3 7.5% b	1 14.3% hj
Mean	4.17	4.33 dh	5.36 GHlJl	4.73 H	5.90 afGHlJkL	5.29 gHj	4.40 d	3.76 BDe	3.03 aBCDEKl m	3.33 bd	3.79 BDe	4.53 dH	4.05 bDh	4.71 h

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

## Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All Effectively	11 13.9% d	9 11.3%	6 16.2% d	1 2.3% ac	10 14.1%	1 3.0%	7 16.7%	1 6.3%	5 9.4%	3 11.5%	19 17.1% C	7 10.6% c	1 1.7% Ab
2=	9 11.4%	13 16.3%	3 8.1%	3 7.0%	11 15.5%	5 15.2%	3 7.1%	2 12.5%	5 9.4%	3 11.5%	16 14.4%	5 7.6%	7 11.7%
3=	11 13.9% d	10 12.5%	3 8.1%	1 2.3% a	9 12.7%	2 6.1%	3 7.1%	1 6.3%	6 11.3%	4 15.4%	12 10.8%	8 12.1%	5 8.3%
4=	22 27.8% c	17 21.3%	4 10.8% a	6 14.0%	12 16.9%	11 33.3%	7 16.7%	6 37.5%	8 15.1%	4 15.4%	25 22.5%	14 21.2%	9 15.0%
5=	10 12.7% D	9 11.3% cD	10 27.0% b	14 32.6% AB	8 11.3% C	7 21.2%	14 33.3% Ad	0 0.0% c	9 17.0%	5 19.2%	15 13.5%	12 18.2%	14 23.3%
6=	13 16.5%	12 15.0%	8 21.6%	11 25.6%	15 21.1%	4 12.1% d	5 11.9% d	6 37.5% bc	13 24.5%	3 11.5%	17 15.3%	14 21.2%	15 25.0%
7=Very Effectively	3 3.8% bd	10 12.5% a	3 8.1%	7 16.3% a	6 8.5%	3 9.1%	3 7.1%	0 0.0%	7 13.2%	4 15.4%	7 6.3%	6 9.1%	9 15.0%
Mean	3.78 D	4.00 D	4.22 d	5.09 ABc	3.93	4.27	4.07	4.25	4.47	4.15	3.72 bC	4.29 a	4.82 A

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



## Topic 5: Social Media

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
1=Not At All Effectively	39 16.3%	4 19.0% i	0 0.0% gI	1 6.7% I	1 10.0% i	0 0.0% i	0 0.0% i	7 28.0% b	5 16.7% i	4 66.7% aBcdefhjk L	7 18.9% i	3 15.8% i	5 12.8% I	1 14.3%
2=	47 19.6%	5 23.8%	2 13.3%	2 13.3%	1 10.0%	0 0.0%	2 40.0%	8 32.0%	10 33.3%	1 16.7%	6 16.2%	2 10.5%	7 17.9%	1 14.3%
3=	39 16.3%	2 9.5%	3 20.0%	2 13.3%	3 30.0% g	2 28.6%	0 0.0%	1 4.0% dj	6 20.0%	0 0.0%	9 24.3% g	2 10.5%	8 20.5%	1 14.3%
4=	41 17.1%	1 4.8% eK	4 26.7%	4 26.7%	0 0.0% ek	3 42.9% adg	0 0.0%	2 8.0% ek	6 20.0%	1 16.7%	6 16.2% k	8 42.1% Adgjl	6 15.4% k	0 0.0%
5=	37 15.4%	6 28.6% hj	4 26.7%	4 26.7%	3 30.0%	0 0.0%	0 0.0%	3 12.0%	2 6.7% a	0 0.0%	3 8.1% a	1 5.3%	8 20.5%	1 14.3%
6=	25 10.4%	1 4.8%	1 6.7%	2 13.3%	1 10.0%	2 28.6% h	0 0.0%	3 12.0%	1 3.3% e	0 0.0%	6 16.2%	2 10.5%	4 10.3%	1 14.3%
7=Very Effectively	12 5.0%	2 9.5% f	1 6.7% f	0 0.0% Fm	1 10.0%	0 0.0% f	3 60.0% abCeGHJ KL	1 4.0% F	0 0.0% FM	0 0.0%	0 0.0% FM	1 5.3% F	1 2.6% Fm	2 28.6% cHJI
Mean	3.47	3.52 i	4.13 HI	3.93 hI	4.00 hi	4.29 HI	5.00 Hi	2.96	2.77 BcdEFIm	1.67 aBCdEfjkl m	3.27 i	3.63 i	3.54 hi	4.43 hi

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

## Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not At All Effectively	10 12.7%	14 18.2%	8 21.1%	6 14.0%	14 20.3%	3 9.1%	7 16.7%	3 18.8%	9 17.3%	3 11.1%	26 24.1% C	12 18.2% C
2=	19 24.1%	17 22.1%	4 10.5%	7 16.3%	11 15.9%	8 24.2%	12 28.6% f	4 25.0%	10 19.2%	2 7.4% c	25 23.1%	13 19.7%	8 13.1%
3=	13 16.5%	13 16.9%	4 10.5%	9 20.9%	9 13.0%	5 15.2%	8 19.0%	3 18.8%	6 11.5% f	8 29.6% e	14 13.0%	14 21.2%	10 16.4%
4=	19 24.1% bd	9 11.7% a	8 21.1%	4 9.3% a	12 17.4%	9 27.3%	5 11.9%	3 18.8%	9 17.3%	2 7.4%	20 18.5%	10 15.2%	11 18.0%
5=	9 11.4%	11 14.3%	8 21.1%	9 20.9%	8 11.6%	6 18.2%	6 14.3%	2 12.5%	10 19.2%	5 18.5%	11 10.2% c	9 13.6%	14 23.0% a
6=	7 8.9%	8 10.4%	5 13.2%	4 9.3%	12 17.4% b	1 3.0% a	2 4.8%	0 0.0%	5 9.6%	5 18.5%	9 8.3%	5 7.6%	11 18.0%
7=Very Effectively	2 2.5%	5 6.5%	1 2.6%	4 9.3%	3 4.3%	1 3.0%	2 4.8%	1 6.3%	3 5.8%	2 7.4%	3 2.8%	3 4.5%	6 9.8%
Mean	3.34	3.39	3.61	3.72	3.54	3.42	3.12 f	3.06	3.54	4.00 c	3.04 C	3.27 C	4.41 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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent performed by outside agencies	235	21	14	15	10	7	4	23	30	6	37	19	39	6
	21.74	23.29	15.71	43.60	0.10	8.57	37.50	33.26	27.00	14.17	11.59	25.68	17.18	45.00
	32.06	30.45	29.34	39.24	0.32	11.80	35.71	36.92	36.31	30.07	26.20	32.26	28.11	44.61
		d	c	bDeJL	aCeFGhk	cd	D	Dj	dj	Cghm	d	Cm	Djl	

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	77	76	36	43	70	32	41	15	52	24	107	66	58
	19.77	17.43	39.69	18.95	13.83	23.41	21.93	19.13	26.48	33.46	17.30	28.08	22.83
	31.10	30.15	37.98	28.36	29.04	32.98	33.81	25.20	33.44	34.82	30.47	35.60	29.85
	C	C	ABD	C	eF				a	A	b	a	

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not At All	36 15.0%	1 4.8% Hi	0 0.0% gHI	1 6.7% hi	0 0.0% hi	0 0.0% h	1 20.0%	6 24.0% b	12 40.0% ABcdeJkl	3 50.0% aBcdjkl	4 10.8% Hi	2 10.5% hi	5 12.8% hi	0 0.0% h
2=	54 22.5%	9 42.9% de	2 13.3%	2 13.3%	0 0.0% a	0 0.0% a	1 20.0%	7 28.0%	7 23.3%	1 16.7%	8 21.6%	4 21.1%	10 25.6%	2 28.6%
3=	44 18.3%	3 14.3%	2 13.3%	2 13.3%	0 0.0% l	1 14.3%	1 20.0%	4 16.0%	5 16.7%	1 16.7%	8 21.6%	4 21.1%	12 30.8% d	1 14.3%
4=	39 16.3%	6 28.6%	3 20.0%	1 6.7% D	6 60.0% CgHiJKL	1 14.3%	1 20.0%	4 16.0% d	4 13.3% D	0 0.0% d	6 16.2% D	1 5.3% D	4 10.3% D	1 14.3%
5=	37 15.4%	2 9.5%	4 26.7%	4 26.7%	2 20.0%	2 28.6%	0 0.0%	2 8.0%	2 6.7%	1 16.7%	8 21.6%	5 26.3%	4 10.3%	1 14.3%
6=	14 5.8%	0 0.0% ce	1 6.7%	3 20.0% ahL	1 10.0%	2 28.6% aHL	0 0.0%	1 4.0%	0 0.0% cEm	0 0.0%	3 8.1%	1 5.3%	0 0.0% CEm	1 14.3% hl
7=Very Highly	16 6.7%	0 0.0% bf	3 20.0% ahJ	2 13.3% hj	1 10.0%	1 14.3% hj	1 20.0% ahJ	1 4.0%	0 0.0% bcefm	0 0.0%	0 0.0% BceFklm	2 10.5% j	4 10.3% j	1 14.3% hj
Mean	3.39	2.95 BCDEh	4.60 AGHIjL	4.47 AGHijl	4.70 AGHIjl	5.14 AGHIJL	3.40	2.84 BCDEa	2.23 BCDEJkl	2.17 BcDE	3.41 bcdEH	3.74 H	3.21 BcdEh	4.14 H

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not At All	17 21.5% D	11 14.3% d	6 15.8% d	1 2.3% Abc	11 15.9%	2 6.1% f	6 14.3%	1 6.3%	9 17.3%	7 25.9% b	24 22.2% C	10 15.2% c
2=	20 25.3%	20 26.0%	5 13.2%	9 20.9%	15 21.7%	11 33.3% e	11 26.2%	6 37.5% e	6 11.5% bd	4 14.8%	28 25.9%	15 22.7%	10 16.4%
3=	19 24.1%	14 18.2%	5 13.2%	5 11.6%	10 14.5% d	4 12.1% d	6 14.3%	6 37.5% ab	13 25.0%	5 18.5%	20 18.5%	10 15.2%	13 21.3%
4=	11 13.9%	10 13.0% d	6 15.8%	12 27.9% b	7 10.1%	6 18.2%	8 19.0%	3 18.8%	10 19.2%	5 18.5%	16 14.8%	13 19.7%	8 13.1%
5=	8 10.1%	12 15.6%	8 21.1%	9 20.9%	14 20.3%	5 15.2%	6 14.3%	0 0.0%	10 19.2%	2 7.4%	13 12.0%	12 18.2%	11 18.0%
6=	1 1.3% Cd	3 3.9%	5 13.2% A	4 9.3% a	6 8.7%	1 3.0%	4 9.5%	0 0.0%	2 3.8%	1 3.7%	3 2.8% c	4 6.1%	7 11.5% a
7=Very Highly	3 3.8%	7 9.1%	3 7.9%	3 7.0%	6 8.7%	4 12.1%	1 2.4%	0 0.0%	2 3.8%	3 11.1%	4 3.7% C	2 3.0% c	10 16.4% Ab
Mean	2.85 CD	3.38	3.84 A	4.00 A	3.58	3.61	3.31	2.69	3.38	3.22	2.92 C	3.33 C	4.26 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. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
We have proven the impact quantitatively	59 24.7%	7 33.3% h	6 42.9% Hj	6 40.0% Hj	2 20.0%	4 57.1% Hij	2 50.0% h	5 20.0%	2 6.7% aBCEfkl	0 0.0% e	5 13.2% bcek	7 36.8% hj	10 25.6% h	1 14.3%
We have a good qualitative sense of the impact, but not a quantitative impact	86 36.0%	5 23.8%	7 50.0%	7 46.7%	6 60.0%	2 28.6%	0 0.0%	8 32.0%	10 33.3%	1 16.7%	18 47.4%	9 47.4%	11 28.2%	2 28.6%
We haven't been able to show the impact yet	94 39.3%	9 42.9% b	1 7.1% agHIjlm	2 13.3% gHIIm	2 20.0% hi	1 14.3% hi	2 50.0%	12 48.0% bck	18 60.0% BCdeK	5 83.3% BCdeK	15 39.5% b	3 15.8% gHIIm	18 46.2% bck	4 57.1% bck
Mean	2.15	2.10 h	1.64 gHIJlm	1.73 gHIj	2.00 hi	1.57 gHIj	2.00	2.28 bcek	2.53 aBCdEK	2.83 BCdEK	2.26 Bcek	1.79 gHIj	2.21 b	2.43 b
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	12 15.4% cD	14 18.2% cD	14 36.8% ab	18 41.9% AB	16 22.9%	7 21.9%	9 21.4%	2 12.5%	17 32.7%	7 26.9%	14 12.8% BC	19 29.2% A	24 40.0% A
We have a good qualitative sense of the impact, but not a quantitative impact	28 35.9%	27 35.1%	13 34.2%	17 39.5%	26 37.1%	10 31.3%	16 38.1%	6 37.5%	21 40.4%	7 26.9%	35 32.1%	27 41.5%	22 36.7%
We haven't been able to show the impact yet	38 48.7% cD	36 46.8% D	11 28.9% a	8 18.6% AB	28 40.0%	15 46.9%	17 40.5%	8 50.0%	14 26.9%	12 46.2%	60 55.0% BC	19 29.2% A	14 23.3% A
Mean	2.33 CD	2.29 cD	1.92 Ab	1.77 AB	2.17	2.25	2.19	2.38	1.94	2.19	2.42 BC	2.00 A	1.83 A

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



## Topic 6: Mobile Marketing

### Percent of marketing budget spend on mobile activities

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Current	155	11	12	12	6	2	1	18	23	2	22	14	26	4
	9.36	5.09	17.26	13.09	11.09	5.00	10.00	9.44	6.15	0.00	5.16	8.71	12.20	17.50
	11.93	5.84 bm	14.78 aHJ	16.48	17.22	7.07	---	9.02	9.23 B	0.00	7.46 Bm	9.83	14.97	17.08 aj
In 3 years	154	11	12	12	6	2	1	18	23	2	21	14	26	4
	18.01	10.91	29.19	23.22	21.89	12.50	20.00	18.48	11.48	0.00	11.76	26.86	18.46	30.83
	17.77	10.86 Bkm	18.54 AHJ	19.75 h	23.61	17.68	---	19.14	12.30 BcKm	0.00	15.58 Bkm	18.25 aHj	19.35	18.49 ahj

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

## Topic 6: Mobile Marketing

### Percent of 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	54	49	26	25	40	27	27	8	36	16	69	46	37
	6.92	7.46	12.50	15.27	10.97	6.98	7.02	7.13	10.68	11.41	6.42	8.82	15.97
	10.19	10.48	13.05	14.77	15.91	9.42	8.40	8.64	11.51	12.02	10.69	9.71	14.52
	cD	d	a	Ab							C	C	AB
In 3 years	54	48	26	25	39	27	27	8	36	16	68	46	37
	13.70	14.92	24.95	26.13	19.49	16.54	17.04	10.63	19.94	15.88	13.43	18.83	26.53
	15.62	16.44	18.30	20.34	22.31	17.26	15.17	12.66	16.32	15.02	17.05	16.51	18.12
	CD	cd	Ab	Ab							C	c	Ab

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	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not At All	45 28.1%	3 27.3%	0 0.0% dehIjl	3 25.0%	3 50.0% b	1 50.0% b	0 0.0%	4 22.2% i	8 34.8% b	2 100.0% Bgk	9 37.5% b	2 14.3% i	9 33.3% b	1 20.0%
2=	40 25.0%	4 36.4%	3 25.0%	3 25.0%	0 0.0%	1 50.0%	0 0.0%	3 16.7%	3 13.0% j	0 0.0%	10 41.7% h	4 28.6%	7 25.9%	0 0.0%
3=	19 11.9%	1 9.1%	1 8.3%	2 16.7%	0 0.0%	0 0.0%	1 50.0% j	2 11.1%	5 21.7%	0 0.0%	1 4.2% f	2 14.3%	3 11.1%	1 20.0%
4=	19 11.9%	2 18.2%	3 25.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	5 27.8% j	2 8.7%	0 0.0%	1 4.2% g	2 14.3%	2 7.4%	1 20.0%
5=	20 12.5%	1 9.1%	3 25.0%	2 16.7%	2 33.3%	0 0.0%	0 0.0%	2 11.1%	4 17.4%	0 0.0%	2 8.3%	2 14.3%	2 7.4%	0 0.0%
6=	12 7.5%	0 0.0% m	1 8.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	1 4.3% m	0 0.0%	1 4.2% m	2 14.3%	2 7.4%	2 40.0% ahj
7=Very Highly	5 3.1%	0 0.0% f	1 8.3%	1 8.3%	0 0.0%	0 0.0%	1 50.0% aGHJk	0 0.0% F	0 0.0% F	0 0.0%	0 0.0% F	0 0.0% f	2 7.4%	0 0.0%
Mean	2.91	2.45 b	4.08 ahJ	3.17	2.83	1.50	5.00 j	3.22 j	2.74 b	1.00	2.17 Bfgkm	3.29 j	2.81	4.00 j

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not At All	18 32.7%	17 32.1%	5 19.2%	5 20.0%	17 41.5%	6 22.2%	9 33.3%	1 11.1%	7 18.9%	5 27.8%	25 34.7%	12 26.1%
2=	17 30.9%	16 30.2%	2 7.7%	4 16.0%	8 19.5%	9 33.3%	6 22.2%	4 44.4%	11 29.7%	2 11.1%	20 27.8%	11 23.9%	7 17.9%
3=	7 12.7%	5 9.4%	6 23.1%	1 4.0%	5 12.2%	3 11.1%	4 14.8%	0 0.0%	5 13.5%	1 5.6%	9 12.5%	6 13.0%	4 10.3%
4=	6 10.9%	5 9.4%	4 15.4%	4 16.0%	3 7.3%	4 14.8%	3 11.1%	2 22.2%	4 10.8%	3 16.7%	9 12.5%	7 15.2%	3 7.7%
5=	4 7.3%	4 7.5%	6 23.1%	6 24.0%	2 4.9%	4 14.8%	4 14.8%	1 11.1%	6 16.2%	3 16.7%	4 5.6%	9 19.6%	6 15.4%
6=	2 3.6%	3 5.7%	3 11.5%	4 16.0%	3 7.3%	1 3.7%	1 3.7%	1 11.1%	4 10.8%	2 11.1%	3 4.2%	1 2.2%	8 20.5%
7=Very Highly	1 1.8%	3 5.7%	0 0.0%	1 4.0%	3 7.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	2 2.8%	0 0.0%	3 7.7%
Mean	2.47 CD	2.70 d	3.50 A	3.72 Ab	2.66	2.78	2.63	3.11	3.08	3.61	2.50 C	2.85 c	3.72 Ab
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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent change	146	11	11	11	5	2	1	16	23	2	20	12	26	4
	6.42	6.72	6.17	9.44	6.00	-12.78	25.00	7.93	6.52	2.50	5.20	13.31	1.90	14.47
	13.36	14.56	14.51	15.11	8.22	32.21	---	13.29	8.72	3.54	9.08	18.11	13.05	23.05
						hj			e		e	l	k	

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	51	47	24	23	33	26	26	8	37	15	64	47	33
	7.03	4.08	9.66	6.34	6.47	6.73	10.18	0.88	4.89	3.20	7.43	6.40	4.68
	12.91	14.20	14.56	11.37	19.28	12.30	13.58	3.83	8.27	5.07	15.71	9.52	13.67

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

## Topic 7: Marketing Jobs

### When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Most Important	21 14.3%	1 9.1%	1 9.1%	2 20.0%	1 16.7%	0 0.0%	0 0.0%	2 12.5%	3 14.3%	0 0.0%	2 8.7%	3 25.0%	5 18.5%	1 33.3%
2=2	18 12.2%	2 18.2%	1 9.1%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	3 14.3%	0 0.0%	2 8.7%	3 25.0%	5 18.5%	0 0.0%
3=3	18 12.2%	2 18.2%	0 0.0%	2 20.0%	0 0.0%	1 50.0%	0 0.0%	1 6.3%	2 9.5%	0 0.0%	4 17.4%	1 8.3%	4 14.8%	1 33.3%
4=4	13 8.8%	0 0.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	4 25.0%	2 9.5%	0 0.0%	3 13.0%	0 0.0%	1 3.7%	0 0.0%
5=5	25 17.0%	1 9.1%	4 36.4%	1 10.0%	1 16.7%	0 0.0%	0 0.0%	3 18.8%	1 4.8%	1 50.0%	7 30.4%	1 8.3%	4 14.8%	1 33.3%
6=6	29 19.7%	3 27.3%	2 18.2%	4 40.0%	3 50.0%	0 0.0%	0 0.0%	2 12.5%	3 14.3%	1 50.0%	3 13.0%	3 25.0%	5 18.5%	0 0.0%
7=Least Important	23 15.6%	2 18.2%	1 9.1%	1 10.0%	1 16.7%	0 0.0%	0 0.0%	4 25.0%	7 33.3%	0 0.0%	2 8.7%	1 8.3%	3 11.1%	0 0.0%
Mean	4.24	4.36	4.55	4.40	5.17	2.50	4.00	4.75	4.52	5.50	4.22	3.50	3.78	3.00
Significance Tests Between Columns:	Lower case: p<.05    Upper case: p<.01													

## Topic 7: Marketing Jobs

### When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)

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

#### Data science background

1=Most Important	9 18.4%	6 12.2%	2 8.7%	4 16.0%	4 11.1%	3 11.5%	2 7.7%	3 30.0%	6 18.2%	3 20.0%	12 17.4%	5 11.4%	4 12.9%
2=2	5 10.2%	8 16.3%	1 4.3%	3 12.0%	5 13.9%	4 15.4%	2 7.7%	1 10.0%	2 6.1%	3 20.0%	7 10.1% c	3 6.8% c	8 25.8% ab
3=3	7 14.3%	6 12.2%	2 8.7%	3 12.0%	5 13.9%	3 11.5%	4 15.4%	0 0.0%	6 18.2%	0 0.0%	5 7.2% b	9 20.5% a	2 6.5%
4=4	3 6.1%	4 8.2%	4 17.4%	2 8.0%	4 11.1%	1 3.8%	2 7.7%	0 0.0%	5 15.2%	1 6.7%	4 5.8%	5 11.4%	4 12.9%
5=5	5 10.2%	12 24.5%	5 21.7%	3 12.0%	7 19.4%	2 7.7% c	10 38.5% bde	0 0.0% c	4 12.1% c	2 13.3%	14 20.3%	6 13.6%	4 12.9%
6=6	7 14.3% c	9 18.4%	9 39.1% a	4 16.0%	3 8.3% b	9 34.6% a	4 15.4%	3 30.0%	7 21.2%	3 20.0%	14 20.3%	9 20.5%	6 19.4%
7=Least Important	13 26.5% bC	4 8.2% a	0 0.0% Ad	6 24.0% c	8 22.2%	4 15.4%	2 7.7%	3 30.0%	3 9.1%	3 20.0%	13 18.8%	7 15.9%	3 9.7%
Mean	4.29	4.04	4.57	4.32	4.28	4.46	4.38	4.40	3.97	4.13	4.38	4.34	3.84

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



**Topic 7: Marketing Jobs**

**When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M

**MarTech platform experience**

1=Most Important	26 17.7%	1 9.1%	1 9.1%	1 10.0%	1 16.7%	1 50.0%	0 0.0%	4 25.0%	3 14.3%	0 0.0%	5 21.7%	1 8.3%	7 25.9%	0 0.0%
2=2	22 15.0%	2 18.2%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 18.8%	5 23.8%	0 0.0%	4 17.4%	2 16.7%	3 11.1%	1 33.3%
3=3	14 9.5%	3 27.3%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	2 12.5%	3 14.3%	0 0.0%	2 8.7%	1 8.3%	1 3.7%	0 0.0%
4=4	17 11.6%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 6.3%	4 19.0%	0 0.0%	5 21.7%	1 8.3%	4 14.8%	1 33.3%
5=5	15 10.2%	1 9.1%	0 0.0%	3 30.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	4 19.0%	0 0.0%	2 8.7%	1 8.3%	2 7.4%	0 0.0%
6=6	11 7.5%	1 9.1%	0 0.0%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 50.0%	1 4.3%	1 8.3%	3 11.1%	1 33.3%
7=Least Important	42 28.6%	3 27.3%	7 63.6%	6 60.0%	2 33.3%	1 50.0%	0 0.0%	3 18.8%	2 9.5%	1 50.0%	4 17.4%	5 41.7%	7 25.9%	0 0.0%
Mean	4.18	4.18	5.18	5.80	5.17	4.00	3.00	3.56	3.43	6.50	3.61	4.83	4.04	4.00

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

## Topic 7: Marketing Jobs

### When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)

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

#### MarTech platform experience

1=Most Important	11 22.4%	10 20.4%	2 8.7%	3 12.0%	7 19.4%	6 23.1%	4 15.4%	1 10.0%	2 6.1%	6 40.0%	13 18.8%	7 15.9%	6 19.4%
									F	E			
2=2	5 10.2%	11 22.4%	3 13.0%	3 12.0%	4 11.1%	3 11.5%	3 11.5%	2 20.0%	7 21.2%	3 20.0%	14 20.3%	5 11.4%	3 9.7%
3=3	4 8.2%	6 12.2%	1 4.3%	3 12.0%	6 16.7%	2 7.7%	3 11.5%	2 20.0%	1 3.0%	0 0.0%	6 8.7%	4 9.1%	4 12.9%
4=4	8 16.3%	7 14.3%	0 0.0%	2 8.0%	3 8.3%	5 19.2%	3 11.5%	0 0.0%	6 18.2%	0 0.0%	13 18.8%	2 4.5%	2 6.5%
	c		a								b	a	
5=5	9 18.4%	2 4.1%	1 4.3%	3 12.0%	4 11.1%	3 11.5%	2 7.7%	1 10.0%	3 9.1%	2 13.3%	3 4.3%	8 18.2%	4 12.9%
	b	a									b	a	
6=6	2 4.1%	3 6.1%	1 4.3%	5 20.0%	2 5.6%	1 3.8%	4 15.4%	2 20.0%	1 3.0%	1 6.7%	4 5.8%	6 13.6%	1 3.2%
	d		a										
7=Least Important	10 20.4%	10 20.4%	15 65.2%	6 24.0%	10 27.8%	6 23.1%	7 26.9%	2 20.0%	13 39.4%	3 20.0%	16 23.2%	12 27.3%	11 35.5%
	C	C	ABD	C									
Mean	3.92 C	3.59 C	5.52 AB	4.52	4.08	3.88	4.38	4.20	4.70	3.27	3.80	4.48	4.35

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

## Topic 7: Marketing Jobs

### When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<b>Financial acumen</b>														
1=Most Important	2 1.4%	0 0.0% i	0 0.0% i	0 0.0% i	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% i	1 50.0% I abcgHjkl	1 4.3% i	0 0.0% i	0 0.0% I	0 0.0%
2=2	10 6.8%	0 0.0% F	0 0.0% F	2 20.0%	0 0.0% f	0 0.0%	1 100.0% ABdgHJkl	1 6.3%	1 4.8% f	1 0.0% F	1 4.3% F	1 8.3% f	3 11.1% f	0 0.0%
3=3	19 12.9%	1 9.1%	5 45.5% cHJ	0 0.0% b	1 16.7%	0 0.0%	0 0.0%	2 12.5%	1 4.8% Bk	0 0.0%	1 4.3% Bk	4 33.3% hj	4 14.8%	0 0.0%
4=4	27 18.4%	3 27.3%	1 9.1%	2 20.0%	2 33.3%	0 0.0%	0 0.0%	4 25.0%	3 14.3%	0 0.0%	4 17.4%	2 16.7%	6 22.2%	0 0.0%
5=5	21 14.3%	1 9.1%	0 0.0%	2 20.0%	2 33.3% j	0 0.0%	0 0.0%	3 18.8%	5 23.8%	0 0.0%	1 4.3% d	3 25.0%	3 11.1%	1 33.3%
6=6	38 25.9%	1 9.1% e	5 45.5%	3 30.0%	0 0.0% e	2 100.0% adjkl	0 0.0%	5 31.3%	7 33.3%	0 0.0%	5 21.7% e	1 8.3% e	6 22.2% e	1 33.3%
7=Least Important	30 20.4%	5 45.5% bg	0 0.0% aij	1 10.0%	1 16.7%	0 0.0%	0 0.0%	1 6.3% aj	4 19.0%	1 50.0% b	10 43.5% bgk	1 8.3% j	5 18.5%	1 33.3%
Mean	4.97	5.55 k	4.45	4.70	4.67	6.00	2.00	4.75	5.33 k	4.00	5.52 k	4.17 ahj	4.74	6.00

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

## Topic 7: Marketing Jobs

### When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)

	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
	<b>Financial acumen</b>												
1=Most Important	1 2.0%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	1 3.0%	0 0.0%	2 2.9%	0 0.0%	0 0.0%
2=2	7 14.3%	2 4.1%	0 0.0%	1 4.0%	2 5.6%	1 3.8%	0 0.0%	2 20.0%	4 12.1%	1 6.7%	5 7.2%	3 6.8%	2 6.5%
3=3	6 12.2%	6 12.2%	3 13.0%	4 16.0%	4 11.1%	3 11.5%	3 11.5%	0 0.0%	5 15.2%	3 20.0%	8 11.6%	5 11.4%	6 19.4%
4=4	9 18.4%	7 14.3%	6 26.1%	5 20.0%	7 19.4%	4 15.4%	3 11.5%	4 40.0%	7 21.2%	2 13.3%	17 24.6%	4 9.1%	5 16.1%
5=5	7 14.3%	4 8.2%	4 17.4%	6 24.0%	3 8.3%	5 19.2%	4 15.4%	2 20.0%	5 15.2%	2 13.3%	7 10.1%	9 20.5%	5 16.1%
6=6	14 28.6%	12 24.5%	7 30.4%	4 16.0%	14 38.9%	6 23.1%	6 23.1%	0 0.0%	7 21.2%	5 33.3%	14 20.3%	14 31.8%	8 25.8%
7=Least Important	5 10.2%	17 34.7%	3 13.0%	5 20.0%	6 16.7%	7 26.9%	9 34.6%	2 20.0%	4 12.1%	2 13.3%	16 23.2%	9 20.5%	5 16.1%
Mean	4.55 b	5.35 a	5.04	4.92	5.14	5.27	5.42 e	4.40	4.45 c	4.87	4.86	5.20	4.84

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

**Topic 7: Marketing Jobs**

**When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<b><u>Creativity</u></b>														
1=Most Important	37 25.2%	2 18.2%	5 45.5%	3 30.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	9 42.9%	0 0.0%	6 26.1%	3 25.0%	5 18.5%	1 33.3%
2=2	26 17.7%	2 18.2%	3 27.3%	2 20.0%	1 16.7%	0 0.0%	0 0.0%	4 25.0%	3 14.3%	1 50.0%	4 17.4%	0 0.0%	5 18.5%	1 33.3%
3=3	24 16.3%	2 18.2%	1 9.1%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	1 6.3%	4 19.0%	0 0.0%	4 17.4%	3 25.0%	7 25.9%	0 0.0%
4=4	29 19.7%	4 36.4%	2 18.2%	2 20.0%	1 16.7%	1 50.0%	0 0.0%	3 18.8%	2 9.5%	1 50.0%	5 21.7%	2 16.7%	5 18.5%	1 33.3%
5=5	14 9.5%	0 0.0%	0 0.0%	2 20.0%	1 16.7%	0 0.0%	1 100.0%	2 12.5%	2 9.5%	0 0.0%	1 4.3%	1 8.3%	3 11.1%	0 0.0%
6=6	7 4.8%	0 0.0%	0 0.0%	1 10.0%	1 16.7%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	2 8.7%	2 16.7%	0 0.0%	0 0.0%
7=Least Important	10 6.8%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	3 18.8%	1 4.8%	0 0.0%	1 4.3%	1 8.3%	2 7.4%	0 0.0%
Mean	3.12	3.18	2.00	3.10	3.83	5.50	5.00	3.88	2.48	3.00	3.04	3.67	3.15	2.33

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

## Topic 7: Marketing Jobs

### When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)

	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
	<b>Creativity</b>												
1=Most Important	14 28.6%	11 22.4%	6 26.1%	5 20.0%	11 30.6% f	9 34.6% f	5 19.2%	3 30.0% f	8 24.2% f	0 0.0% abde	16 23.2%	12 27.3%	7 22.6%
2=2	8 16.3%	7 14.3%	5 21.7%	6 24.0%	5 13.9%	4 15.4%	7 26.9%	1 10.0%	6 18.2%	3 20.0%	10 14.5%	8 18.2%	7 22.6%
3=3	7 14.3%	9 18.4%	4 17.4%	4 16.0%	7 19.4%	3 11.5%	4 15.4%	1 10.0%	6 18.2%	3 20.0%	14 20.3%	6 13.6%	4 12.9%
4=4	9 18.4%	13 26.5%	2 8.7%	5 20.0%	8 22.2%	3 11.5%	7 26.9%	2 20.0%	5 15.2%	4 26.7%	10 14.5%	12 27.3%	7 22.6%
5=5	5 10.2%	5 10.2%	3 13.0%	1 4.0%	3 8.3%	4 15.4%	2 7.7%	0 0.0%	4 12.1%	1 6.7%	9 13.0%	3 6.8%	2 6.5%
6=6	3 6.1%	2 4.1%	1 4.3%	1 4.0%	0 0.0% D	1 3.8%	1 3.8%	2 20.0% A	2 6.1%	1 6.7%	4 5.8%	1 2.3%	2 6.5%
7=Least Important	3 6.1%	2 4.1%	2 8.7%	3 12.0%	2 5.6%	2 7.7%	0 0.0% f	1 10.0%	2 6.1%	3 20.0% c	6 8.7%	2 4.5%	2 6.5%
Mean	3.08	3.16	3.09	3.24	2.86 f	3.00	2.88 f	3.50	3.15	4.20 ac	3.32	2.93	3.13

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

**Topic 7: Marketing Jobs**

**When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<b>Emotional intelligence</b>														
1=Most Important	15 10.2%	2 18.2%	2 18.2%	0 0.0% i	0 0.0%	0 0.0%	0 0.0%	1 6.3%	2 9.5%	1 50.0% c	3 13.0%	1 8.3%	3 11.1%	0 0.0%
2=2	25 17.0%	3 27.3%	0 0.0% d	0 0.0% d	3 50.0% bc	0 0.0%	0 0.0%	4 25.0%	3 14.3%	0 0.0%	6 26.1%	1 8.3%	4 14.8%	1 33.3%
3=3	29 19.7%	1 9.1% C	2 18.2% c	7 70.0% AbgHjKL	1 16.7%	1 50.0%	0 0.0%	3 18.8% c	4 19.0% C	0 0.0%	5 21.7% c	1 8.3% C	2 7.4% C	1 33.3%
4=4	18 12.2%	1 9.1%	3 27.3%	2 20.0%	1 16.7%	0 0.0%	0 0.0%	1 6.3%	3 14.3%	0 0.0%	2 8.7%	1 8.3%	3 11.1%	0 0.0%
5=5	27 18.4%	3 27.3%	2 18.2%	0 0.0% ei	1 16.7%	1 50.0% c	0 0.0%	3 18.8%	4 19.0%	1 50.0% c	3 13.0%	2 16.7%	6 22.2%	1 33.3%
6=6	22 15.0%	1 9.1% f	1 9.1% f	1 10.0%	0 0.0% f	0 0.0%	1 100.0% abdhj	3 18.8%	3 14.3% f	0 0.0%	3 13.0% f	3 25.0%	6 22.2%	0 0.0%
7=Least Important	11 7.5%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	2 9.5%	0 0.0%	1 4.3%	3 25.0%	3 11.1%	0 0.0%
Mean	3.86	3.27	3.91	3.50	3.00	4.00	6.00	3.88	4.00	3.00	3.39 k	4.92 j	4.30	3.33

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

## Topic 7: Marketing Jobs

### When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)

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

#### Emotional intelligence

1=Most Important	5 10.2%	8 16.3%	1 4.3%	1 4.0%	5 13.9%	3 11.5%	3 11.5%	0 0.0%	2 6.1%	2 13.3%	8 11.6%	5 11.4%	2 6.5%
2=2	7 14.3%	7 14.3%	3 13.0%	8 32.0%	8 22.2%	4 15.4%	4 15.4%	3 30.0%	4 12.1%	2 13.3%	13 18.8%	7 15.9%	4 12.9%
3=3	6 12.2% C	6 12.2% C	10 43.5% AB	6 24.0%	4 11.1%	8 30.8%	6 23.1%	2 20.0%	7 21.2%	2 13.3%	11 15.9%	9 20.5%	8 25.8%
4=4	5 10.2%	7 14.3%	4 17.4%	2 8.0%	4 11.1%	4 15.4%	4 15.4%	1 10.0%	4 12.1%	1 6.7%	8 11.6%	6 13.6%	4 12.9%
5=5	8 16.3%	10 20.4%	3 13.0%	6 24.0%	7 19.4%	3 11.5%	5 19.2%	1 10.0%	6 18.2%	4 26.7%	12 17.4%	9 20.5%	6 19.4%
6=6	12 24.5% c	8 16.3% c	0 0.0% ab	2 8.0%	7 19.4%	2 7.7%	3 11.5%	2 20.0%	7 21.2%	1 6.7%	13 18.8%	6 13.6%	2 6.5%
7=Least Important	6 12.2%	3 6.1%	2 8.7%	0 0.0%	1 2.8% f	2 7.7%	1 3.8%	1 10.0%	3 9.1%	3 20.0% a	4 5.8%	2 4.5%	5 16.1%
Mean	4.31 d	3.82	3.57	3.40 a	3.69	3.54	3.65	4.00	4.24	4.20	3.84	3.75	4.10

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



**Topic 7: Marketing Jobs**

**When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<b>Curiosity</b>														
1=Most Important	15 10.2%	2 18.2%	1 9.1% f	1 10.0%	0 0.0% f	0 0.0%	1 100.0% bdHjL	3 18.8%	1 4.8% F	0 0.0%	2 8.7% f	2 16.7%	2 7.4% F	0 0.0%
2=2	26 17.7%	1 9.1%	4 36.4%	2 20.0%	2 33.3%	1 50.0%	0 0.0%	1 6.3%	3 14.3%	0 0.0%	5 21.7%	2 16.7%	4 14.8%	0 0.0%
3=3	23 15.6%	1 9.1%	0 0.0% gi	1 10.0%	1 16.7%	0 0.0%	0 0.0%	6 37.5% bk	3 14.3%	1 50.0% bk	5 21.7%	0 0.0% gi	5 18.5%	0 0.0%
4=4	25 17.0%	1 9.1%	1 9.1%	3 30.0%	0 0.0%	1 50.0%	0 0.0%	1 6.3%	5 23.8%	1 50.0%	3 13.0%	4 33.3%	3 11.1%	1 33.3%
5=5	21 14.3%	3 27.3%	3 27.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 6.3%	3 14.3%	0 0.0%	2 8.7%	3 25.0%	5 18.5%	0 0.0%
6=6	17 11.6%	3 27.3%	1 9.1%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	3 14.3%	0 0.0%	4 17.4%	0 0.0%	3 11.1%	0 0.0%
7=Least Important	20 13.6%	0 0.0% m	1 9.1%	2 20.0%	2 33.3%	0 0.0%	0 0.0%	2 12.5% m	3 14.3% m	0 0.0%	2 8.7% m	1 8.3% m	5 18.5%	2 66.7% aghjk
Mean	3.97	4.00	3.73	4.00	4.33	3.00	1.00	3.63	4.29	3.50	3.78	3.67	4.26	6.00

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

**Topic 7: Marketing Jobs**

**When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)**

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

**Curiosity**

1=Most Important	2 4.1%	5 10.2%	4 17.4%	4 16.0%	2 5.6%	1 3.8%	3 11.5%	2 20.0%	5 15.2%	2 13.3%	6 8.7%	3 6.8%	5 16.1%
2=2	9 18.4%	10 20.4%	5 21.7%	2 8.0%	9 25.0%	4 15.4%	7 26.9%	0 0.0%	6 18.2%	0 0.0%	13 18.8%	9 20.5%	3 9.7%
3=3	9 18.4%	10 20.4%	2 8.7%	2 8.0%	6 16.7%	5 19.2%	3 11.5%	1 10.0%	3 9.1%	5 33.3%	11 15.9%	7 15.9%	5 16.1%
4=4	9 18.4%	5 10.2%	5 21.7%	5 20.0%	4 11.1%	5 19.2%	6 23.1%	3 30.0%	3 9.1%	3 20.0%	13 18.8%	7 15.9%	5 16.1%
5=5	9 18.4%	4 8.2%	4 17.4%	4 16.0%	3 8.3%	5 19.2%	2 7.7%	3 30.0%	6 18.2%	2 13.3%	8 11.6%	7 15.9%	5 16.1%
6=6	4 8.2%	8 16.3%	2 8.7%	3 12.0%	6 16.7%	3 11.5%	2 7.7%	0 0.0%	4 12.1%	2 13.3%	8 11.6%	3 6.8%	6 19.4%
7=Least Important	7 14.3%	7 14.3%	1 4.3%	5 20.0%	6 16.7%	3 11.5%	3 11.5%	1 10.0%	6 18.2%	1 6.7%	10 14.5%	8 18.2%	2 6.5%
Mean	4.10	3.92	3.43	4.28	4.08	4.15	3.58	3.90	4.06	3.87	3.99	4.07	3.90

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

**Topic 7: Marketing Jobs**

**When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<b><u>Natural leadership abilities</u></b>														
1=Most Important	31 21.1%	3 27.3%	1 9.1% d	3 30.0%	4 66.7% bhjkl	1 50.0%	0 0.0%	4 25.0%	3 14.3% d	0 0.0%	4 17.4% d	2 16.7% d	5 18.5% d	1 33.3%
2=2	20 13.6%	1 9.1%	1 9.1%	4 40.0% j	0 0.0%	0 0.0%	0 0.0%	3 18.8%	3 14.3%	1 50.0% j	1 4.3% ci	3 25.0%	3 11.1%	0 0.0%
3=3	20 13.6%	1 9.1%	2 18.2%	0 0.0% i	1 16.7%	0 0.0%	0 0.0%	1 6.3%	4 19.0%	1 50.0% c	2 8.7%	2 16.7%	4 14.8%	1 33.3%
4=4	18 12.2%	2 18.2%	2 18.2%	1 10.0%	1 16.7%	0 0.0%	0 0.0%	2 12.5%	2 9.5%	0 0.0%	1 4.3%	2 16.7%	5 18.5%	0 0.0%
5=5	24 16.3%	2 18.2%	2 18.2%	2 20.0%	0 0.0%	1 50.0%	0 0.0%	2 12.5%	2 9.5%	0 0.0%	7 30.4%	1 8.3%	4 14.8%	0 0.0%
6=6	23 15.6%	2 18.2%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	5 23.8%	0 0.0%	5 21.7%	2 16.7%	4 14.8%	1 33.3%
7=Least Important	11 7.5%	0 0.0% F	1 9.1% f	0 0.0% F	0 0.0% f	0 0.0%	1 100.0% AbCdghjK L	2 12.5% f	2 9.5% f	0 0.0%	3 13.0% f	0 0.0% F	2 7.4% F	0 0.0% F
Mean	3.66	3.45	4.18 cd	2.50 bj	1.83 bhJl	3.00	7.00	3.56	3.95 d	2.50	4.43 cD	3.25	3.74 d	3.33

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

**Topic 7: Marketing Jobs**

**When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance)**

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

**Natural leadership abilities**

1=Most Important	7 14.3% c	8 16.3%	8 34.8% a	8 32.0%	7 19.4%	4 15.4%	8 30.8%	1 10.0%	9 27.3%	2 13.3%	12 17.4%	12 27.3%	7 22.6%
2=2	8 16.3%	4 8.2% c	6 26.1% b	2 8.0%	3 8.3%	6 23.1%	3 11.5%	1 10.0%	4 12.1%	3 20.0%	7 10.1%	9 20.5%	4 12.9%
3=3	10 20.4%	6 12.2%	1 4.3%	3 12.0%	4 11.1% d	2 7.7% d	3 11.5%	4 40.0% ab	5 15.2%	2 13.3%	14 20.3%	4 9.1%	2 6.5%
4=4	6 12.2%	6 12.2%	2 8.7%	4 16.0%	6 16.7%	4 15.4%	1 3.8% f	0 0.0%	3 9.1%	4 26.7% c	4 5.8% b	8 18.2% a	4 12.9%
5=5	6 12.2%	12 24.5%	3 13.0%	2 8.0%	9 25.0% c	4 15.4%	1 3.8% ad	3 30.0% c	5 15.2%	2 13.3%	16 23.2% B	2 4.5% A	5 16.1%
6=6	7 14.3%	7 14.3%	3 13.0%	6 24.0%	4 11.1%	4 15.4%	6 23.1%	1 10.0%	5 15.2%	2 13.3%	12 17.4%	5 11.4%	6 19.4%
7=Least Important	5 10.2%	6 12.2%	0 0.0%	0 0.0%	3 8.3%	2 7.7%	4 15.4%	0 0.0%	2 6.1%	0 0.0%	4 5.8%	4 9.1%	3 9.7%
Mean	3.76 c	4.12 C	2.78 aB	3.32	3.86	3.69	3.69	3.60	3.42	3.47	3.83	3.23	3.84

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. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Percent change	148	11	11	11	5	2	1	16	23	2	21	12	27	4
	5.47	4.55	3.18	8.81	2.00	5.00	-20.00	5.12	6.30	15.00	3.67	5.99	6.00	12.50
	10.57	9.07	6.03	12.28	4.47	7.07	---	10.39	9.56	21.21	12.04	14.32	9.94	11.90

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	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	51	48	25	23	35	26	26	8	37	15	66	47	33
	5.76	6.33	3.48	5.22	4.68	6.92	4.96	5.00	5.14	4.67	6.66	4.89	4.24
	10.98	11.87	10.12	7.30	13.11	11.05	10.28	7.56	8.86	6.40	12.42	8.75	9.11

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Number of employees	152 3839 9372	12 1163 1491	11 7918 19175	10 3125 6690	6 8786 15391	2 260 198	1 200 ---	16 4286 7606	23 3613 6690	2 2250 1061	23 1366 3717	12 8047 17974	28 3743 7171	4 2075 2257
					j						d			
Number of marketing employees	147 99 342	11 99 282	11 502 1033	10 176 469	5 16 25	2 10 0	1 11 ---	16 85 161	23 55 115	2 13 11	21 16 24	12 63 169	27 80 136	4 29 42
			hjl						b		bl		bj	

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	52	50	24	25	36	26	27	10	38	14	70	46	33
	3334	2083	4833	7585	67	203	991	2390	7104	17585	3592	2983	4889
	5908	5662	13085	15029	153	206	1082	1429	7932	22723	9511	5756	12780
		d		b	BCDEF	ACDEF	ABDEF	ABCf	ABCf	ABCde			
Number of marketing employees	51	48	24	23	35	26	26	8	37	14	66	46	33
	97	74	104	154	4	14	16	133	202	365	89	76	146
	258	373	180	539	4	30	12	331	484	670	348	234	456
					bCdeF	af	Af	a	a	Abc			

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



## Topic 8: Marketing Organization

### Rate the quality of your company's marketing knowledge resources: Customer insights

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Poor	6 3.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	1 4.0%	0 0.0%	1 3.8%	1 6.7%	2 6.5%	0 0.0%
2=	19 11.0%	1 8.3%	1 8.3%	1 8.3%	0 0.0%	1 33.3%	0 0.0%	3 15.8%	1 4.0%	0 0.0%	3 11.5%	5 33.3%	1 3.2%	2 40.0%
3=	16 9.2%	4 33.3%	0 0.0%	2 16.7%	0 0.0%	1 33.3%	1 50.0%	0 0.0%	2 8.0%	0 0.0%	4 15.4%	0 0.0%	2 6.5%	0 0.0%
4=	24 13.9%	0 0.0%	3 25.0%	3 25.0%	1 16.7%	1 33.3%	0 0.0%	1 5.3%	4 16.0%	1 50.0%	4 15.4%	0 0.0%	6 19.4%	0 0.0%
5=	45 26.0%	2 16.7%	4 33.3%	3 25.0%	1 16.7%	0 0.0%	0 0.0%	5 26.3%	8 32.0%	0 0.0%	9 34.6%	4 26.7%	7 22.6%	0 0.0%
6=	45 26.0%	3 25.0%	3 25.0%	0 0.0%	3 50.0%	0 0.0%	1 50.0%	6 31.6%	6 24.0%	0 0.0%	4 15.4%	5 33.3%	11 35.5%	2 40.0%
7=Excellent	18 10.4%	2 16.7%	1 8.3%	3 25.0%	1 16.7%	0 0.0%	0 0.0%	3 15.8%	3 12.0%	1 50.0%	1 3.8%	0 0.0%	2 6.5%	1 20.0%
Mean	4.68	4.67	4.92	4.67	5.67	3.00	4.50	4.89	4.88	5.50	4.27	4.07	4.81	4.60

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

## Topic 8: Marketing Organization

### Rate the quality of your company's marketing knowledge resources: Customer insights

	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=Poor	3 5.0%	1 1.8%	2 7.1%	0 0.0%	2 4.5%	2 6.9%	1 3.6%	0 0.0%	1 2.4%	0 0.0%	4 5.3%	1 2.0%
2=	5 8.3%	8 14.0%	4 14.3%	2 7.4%	5 11.4%	3 10.3%	4 14.3%	2 18.2%	5 12.2%	0 0.0%	7 9.2%	7 13.7%	5 11.9%
3=	6 10.0%	7 12.3%	1 3.6%	2 7.4%	4 9.1%	1 3.4%	4 14.3%	3 27.3%	3 7.3%	1 5.3%	11 14.5%	2 3.9%	3 7.1%
4=	9 15.0%	9 15.8%	2 7.1%	4 14.8%	7 15.9%	4 13.8%	8 28.6%	0 0.0%	3 7.3%	2 10.5%	6 7.9%	11 21.6%	7 16.7%
5=	12 20.0%	16 28.1%	10 35.7%	6 22.2%	12 27.3%	6 20.7%	5 17.9%	4 36.4%	11 26.8%	6 31.6%	25 32.9%	13 25.5%	6 14.3%
6=	19 31.7%	11 19.3%	5 17.9%	10 37.0%	9 20.5%	10 34.5%	4 14.3%	2 18.2%	13 31.7%	7 36.8%	17 22.4%	13 25.5%	12 28.6%
7=Excellent	6 10.0%	5 8.8%	4 14.3%	3 11.1%	5 11.4%	3 10.3%	2 7.1%	0 0.0%	5 12.2%	3 15.8%	6 7.9%	4 7.8%	8 19.0%
Mean	4.72	4.47	4.61	5.07	4.57 f	4.76	4.14 F	4.09 F	4.88	5.47 aCD	4.53	4.63	4.90

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

## Topic 8: Marketing Organization

### Rate the quality of your company's marketing knowledge resources: Competitive intelligence

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Poor	3 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	1 6.7%	1 3.2%	0 0.0%
2=	21 12.1%	1 8.3%	1 8.3%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	6 31.6%	1 4.0%	0 0.0%	3 11.5%	3 20.0%	3 9.7%	1 20.0%
3=	25 14.5%	3 25.0%	1 8.3%	1 8.3%	0 0.0%	1 33.3%	0 0.0%	3 15.8%	4 16.0%	1 50.0%	4 15.4%	1 6.7%	4 12.9%	1 20.0%
4=	40 23.1%	1 8.3%	3 25.0%	1 8.3%	2 33.3%	1 33.3%	1 50.0%	2 10.5%	7 28.0%	0 0.0%	6 23.1%	5 33.3%	9 29.0%	0 0.0%
5=	40 23.1%	4 33.3%	5 41.7%	3 25.0%	2 33.3%	1 33.3%	0 0.0%	2 10.5%	6 24.0%	1 50.0%	7 26.9%	1 6.7%	8 25.8%	0 0.0%
6=	33 19.1%	3 25.0%	1 8.3%	2 16.7%	1 16.7%	0 0.0%	1 50.0%	5 26.3%	4 16.0%	0 0.0%	4 15.4%	4 26.7%	5 16.1%	3 60.0%
7=Excellent	11 6.4%	0 0.0%	1 8.3%	3 25.0%	1 16.7%	0 0.0%	0 0.0%	1 5.3%	3 12.0%	0 0.0%	1 3.8%	0 0.0%	1 3.2%	0 0.0%
Mean	4.36	4.42	4.58	4.92	5.17	4.00	5.00	4.00	4.68	4.00	4.19	3.93	4.26	4.60

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

## Topic 8: Marketing Organization

### Rate the quality of your company's marketing knowledge resources: Competitive intelligence

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Poor	0 0.0% c	1 1.8%	2 7.1% a	0 0.0%	2 4.5%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	1 1.3%	1 2.0%
2=	7 11.7%	8 14.0%	3 10.7%	3 11.1%	6 13.6%	6 20.7%	3 10.7%	2 18.2%	3 7.3%	1 5.3%	9 11.8%	5 9.8%	7 16.7%
3=	7 11.7%	10 17.5%	5 17.9%	3 11.1%	6 13.6%	2 6.9%	7 25.0%	2 18.2%	6 14.6%	2 10.5%	10 13.2%	9 17.6%	6 14.3%
4=	18 30.0%	13 22.8%	3 10.7%	5 18.5%	13 29.5% f	8 27.6%	5 17.9%	2 18.2%	11 26.8%	1 5.3% a	20 26.3%	13 25.5%	7 16.7%
5=	13 21.7%	15 26.3%	7 25.0%	5 18.5%	12 27.3%	6 20.7%	5 17.9%	3 27.3%	9 22.0%	4 21.1%	19 25.0%	12 23.5%	8 19.0%
6=	10 16.7%	8 14.0% d	6 21.4%	9 33.3% b	3 6.8% cF	3 10.3% F	7 25.0% a	2 18.2%	8 19.5% f	10 52.6% ABe	12 15.8%	7 13.7%	11 26.2%
7=Excellent	5 8.3%	2 3.5%	2 7.1%	2 7.4%	2 4.5%	4 13.8% c	0 0.0% b	0 0.0%	4 9.8%	1 5.3%	5 6.6%	4 7.8%	2 4.8%
Mean	4.45	4.14	4.29	4.74	4.00 F	4.34	4.11 f	4.09 f	4.61	5.21 AcD	4.36	4.31	4.31

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

**Topic 8: Marketing Organization**

**Rate the quality of your company's marketing knowledge resources: Marketing training**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Poor	24 13.9%	3 25.0%	1 8.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	5 20.0%	0 0.0%	4 15.4%	3 20.0%	5 16.1%	1 20.0%
2=	34 19.7%	1 8.3%	0 0.0%	3 25.0%	1 16.7%	0 0.0%	0 0.0%	6 31.6%	2 8.0%	0 0.0%	5 19.2%	3 20.0%	10 32.3%	2 40.0%
3=	31 17.9%	1 8.3%	3 25.0%	4 33.3%	1 16.7%	1 33.3%	0 0.0%	3 15.8%	2 8.0%	0 0.0%	8 30.8%	4 26.7%	4 12.9%	0 0.0%
4=	40 23.1%	2 16.7%	4 33.3%	1 8.3%	2 33.3%	2 66.7%	0 0.0%	6 31.6%	7 28.0%	1 50.0%	4 15.4%	4 26.7%	5 16.1%	1 20.0%
5=	31 17.9%	5 41.7%	2 16.7%	2 16.7%	1 16.7%	0 0.0%	1 50.0%	4 21.1%	7 28.0%	1 50.0%	2 7.7%	1 6.7%	4 12.9%	1 20.0%
6=	10 5.8%	0 0.0%	2 16.7%	1 8.3%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	2 8.0%	0 0.0%	2 7.7%	0 0.0%	2 6.5%	0 0.0%
7=Excellent	3 1.7%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	1 3.2%	0 0.0%
Mean	3.36	3.42	4.00	3.75	3.17	3.67	5.50	3.42	3.60	4.50	3.19	2.80	3.10	2.80

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

## Topic 8: Marketing Organization

### Rate the quality of your company's marketing knowledge resources: Marketing training

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Poor	11 18.3% d	10 17.5% d	3 10.7%	0 0.0% ab	8 18.2%	3 10.3%	5 17.9%	2 18.2%	4 9.8%	2 10.5%	14 18.4%	5 9.8%
2=	10 16.7%	10 17.5%	6 21.4%	7 25.9%	10 22.7%	5 17.2%	4 14.3%	3 27.3%	9 22.0%	2 10.5%	19 25.0% b	4 7.8% ac	11 26.2% b
3=	8 13.3%	10 17.5%	6 21.4%	7 25.9%	10 22.7%	8 27.6%	4 14.3%	2 18.2%	6 14.6%	1 5.3%	15 19.7%	12 23.5%	4 9.5%
4=	13 21.7%	12 21.1%	7 25.0%	8 29.6%	5 11.4% be	9 31.0% a	8 28.6%	1 9.1%	12 29.3% a	5 26.3%	15 19.7%	13 25.5%	10 23.8%
5=	12 20.0%	10 17.5%	5 17.9%	4 14.8%	5 11.4%	3 10.3%	7 25.0%	2 18.2%	8 19.5%	6 31.6%	11 14.5%	12 23.5%	6 14.3%
6=	5 8.3%	4 7.0%	0 0.0%	1 3.7%	3 6.8%	1 3.4%	0 0.0% f	1 9.1%	2 4.9%	3 15.8% c	1 1.3% c	4 7.8%	5 11.9% a
7=Excellent	1 1.7%	1 1.8%	1 3.6%	0 0.0%	3 6.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.3%	1 2.0%	1 2.4%
Mean	3.40	3.32	3.32	3.44	3.23	3.24	3.29	3.09	3.41	4.05	2.96 B	3.76 A	3.48

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

**Topic 8: Marketing Organization**

**Rate the quality of your company's marketing knowledge resources: Marketing research**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
1=Poor	8 4.7%	0 0.0% m	0 0.0% m	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0% M	0 0.0% M	0 0.0%	1 4.0% m	1 6.7%	2 6.5% m	2 40.0% abGHjl
2=	23 13.4%	2 16.7%	1 8.3%	0 0.0% hk	1 16.7%	0 0.0%	0 0.0%	2 10.5%	7 28.0% cj	0 0.0%	1 4.0% hK	6 40.0% cJl	3 9.7% k	0 0.0%
3=	36 20.9%	2 16.7%	2 16.7%	2 16.7%	2 33.3%	0 0.0%	0 0.0%	2 10.5%	4 16.0%	0 0.0%	9 36.0%	2 13.3%	10 32.3%	0 0.0%
4=	37 21.5%	1 8.3% e	3 25.0%	4 33.3%	2 33.3%	2 66.7% aj	0 0.0%	3 15.8%	8 32.0%	1 50.0%	3 12.0% e	2 13.3%	8 25.8%	0 0.0%
5=	32 18.6%	4 33.3%	3 25.0%	2 16.7%	0 0.0%	1 33.3%	0 0.0%	8 42.1% hjL	3 12.0% g	1 50.0%	2 8.0% g	2 13.3%	3 9.7% G	2 40.0%
6=	30 17.4%	3 25.0%	3 25.0%	2 16.7%	1 16.7%	0 0.0%	1 50.0%	3 15.8%	3 12.0%	0 0.0%	7 28.0%	2 13.3%	4 12.9%	1 20.0%
7=Excellent	6 3.5%	0 0.0% f	0 0.0% f	1 8.3%	0 0.0%	0 0.0%	1 50.0% abHkl	1 5.3%	0 0.0% F	0 0.0%	2 8.0%	0 0.0% f	1 3.2% f	0 0.0%
Mean	4.02	4.33	4.42	4.33	3.67 f	4.33 f	6.50 deHkl	4.58 hk	3.64 Fg	4.50	4.32	3.27 fg	3.74 f	3.60

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

## Topic 8: Marketing Organization

### Rate the quality of your company's marketing knowledge resources: Marketing research

	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=Poor	2 3.3%	3 5.4%	3 10.7%	0 0.0%	5 11.4% e	0 0.0%	3 11.1% e	0 0.0%	0 0.0% ac	0 0.0%	5 6.7%	1 2.0%
2=	11 18.3%	5 8.9%	3 10.7%	4 14.8%	2 4.5% bd	6 20.7% a	5 18.5%	3 27.3% a	6 14.6%	1 5.3%	11 14.7%	7 13.7%	5 11.9%
3=	15 25.0%	12 21.4%	3 10.7%	5 18.5%	13 29.5%	5 17.2%	4 14.8%	4 36.4%	6 14.6%	4 21.1%	19 25.3%	10 19.6%	7 16.7%
4=	11 18.3%	13 23.2%	6 21.4%	7 25.9%	8 18.2%	9 31.0% f	7 25.9%	2 18.2%	9 22.0%	1 5.3% b	17 22.7%	12 23.5%	8 19.0%
5=	11 18.3%	10 17.9%	7 25.0%	4 14.8%	6 13.6%	7 24.1%	3 11.1%	1 9.1%	9 22.0%	6 31.6%	13 17.3%	10 19.6%	8 19.0%
6=	9 15.0%	9 16.1%	5 17.9%	7 25.9%	7 15.9%	2 6.9%	5 18.5%	1 9.1%	10 24.4%	5 26.3%	9 12.0%	9 17.6%	9 21.4%
7=Excellent	1 1.7%	4 7.1%	1 3.6%	0 0.0%	3 6.8%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	2 10.5%	1 1.3%	2 3.9%	3 7.1%
Mean	3.82	4.16	4.07	4.19	3.93 f	3.79 f	3.63 f	3.36 eF	4.34 d	4.84 abcD	3.71	4.14	4.29

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



**Topic 8: Marketing Organization**

**Rate the quality of your company's marketing knowledge resources: Marketing analytics**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
1=Poor	16 9.3%	1 9.1%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	6 24.0%	0 0.0%	1 3.8%	3 20.0%	2 6.5%	1 20.0%
2=	27 15.7%	3 27.3%	1 8.3%	3 25.0%	1 16.7%	0 0.0%	0 0.0%	3 15.8%	3 12.0%	0 0.0%	6 23.1%	3 20.0%	3 9.7%	1 20.0%
3=	27 15.7%	2 18.2%	1 8.3%	0 0.0%	1 16.7%	2 66.7%	0 0.0%	1 5.3%	3 12.0%	0 0.0%	6 23.1%	3 20.0%	5 16.1%	0 0.0%
4=	32 18.6%	0 0.0%	2 16.7%	3 25.0%	1 16.7%	1 33.3%	0 0.0%	5 26.3%	4 16.0%	0 0.0%	5 19.2%	2 13.3%	9 29.0%	0 0.0%
5=	33 19.2%	4 36.4%	3 25.0%	3 25.0%	0 0.0%	0 0.0%	0 0.0%	5 26.3%	5 20.0%	2 100.0%	5 19.2%	1 6.7%	3 9.7%	2 40.0%
6=	28 16.3%	1 9.1%	3 25.0%	2 16.7%	3 50.0%	0 0.0%	1 50.0%	4 21.1%	4 16.0%	0 0.0%	2 7.7%	2 13.3%	5 16.1%	1 20.0%
7=Excellent	9 5.2%	0 0.0%	1 8.3%	1 8.3%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	1 6.7%	4 12.9%	0 0.0%
Mean	3.92	3.55	4.50	4.33	4.50	3.33	6.50	4.16	3.44	5.00	3.65	3.33	4.26	3.80

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

## Topic 8: Marketing Organization

### Rate the quality of your company's marketing knowledge resources: Marketing analytics

	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=Poor	7 11.9%	4 7.0%	5 17.9% d	0 0.0% c	5 11.4%	1 3.4% c	6 21.4% be	1 9.1%	2 5.0% c	1 5.3%	10 13.2%	5 10.0%
2=	9 15.3%	10 17.5%	3 10.7%	5 18.5%	8 18.2%	6 20.7% f	6 21.4% f	3 27.3% f	4 10.0%	0 0.0% bcd	17 22.4% b	4 8.0% a	6 14.3%
3=	9 15.3%	11 19.3%	1 3.6%	5 18.5%	8 18.2%	6 20.7%	4 14.3%	3 27.3%	5 12.5%	1 5.3%	13 17.1%	8 16.0%	6 14.3%
4=	9 15.3%	12 21.1%	8 28.6%	3 11.1%	12 27.3%	4 13.8%	3 10.7%	0 0.0%	7 17.5%	5 26.3%	14 18.4%	11 22.0%	7 16.7%
5=	11 18.6%	11 19.3%	7 25.0%	4 14.8%	5 11.4%	7 24.1%	4 14.3%	3 27.3%	9 22.5%	5 26.3%	13 17.1%	12 24.0%	8 19.0%
6=	11 18.6%	7 12.3%	3 10.7%	7 25.9%	5 11.4%	4 13.8%	4 14.3%	1 9.1%	9 22.5%	5 26.3%	9 11.8%	9 18.0%	8 19.0%
7=Excellent	3 5.1%	2 3.5%	1 3.6%	3 11.1%	1 2.3%	1 3.4%	1 3.6%	0 0.0%	4 10.0%	2 10.5%	0 0.0% C	1 2.0% c	6 14.3% Ab
Mean	3.90	3.79	3.79	4.44	3.52 EF	3.90 f	3.32 EF	3.36 f	4.50 AC	4.89 AbCd	3.39 bC	4.04 a	4.50 A

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

## Topic 8: Marketing Organization

### Rate the quality of your company's marketing knowledge resources: Marketing capabilities

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Poor	4 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	0 0.0%	1 3.8%	0 0.0%	1 3.2%	0 0.0%
2=	6 3.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 15.8%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	1 3.2%	1 20.0%
								h	gm					h
3=	11 6.4%	1 8.3%	0 0.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 12.0%	0 0.0%	1 3.8%	2 13.3%	1 3.2%	0 0.0%
4=	42 24.4%	1 8.3%	1 8.3%	1 9.1%	3 50.0%	2 66.7%	0 0.0%	2 10.5%	8 32.0%	0 0.0%	8 30.8%	6 40.0%	9 29.0%	1 20.0%
		e	e		g	abg		de						
5=	53 30.8%	7 58.3%	4 33.3%	6 54.5%	1 16.7%	1 33.3%	0 0.0%	3 15.8%	6 24.0%	2 100.0%	7 26.9%	5 33.3%	8 25.8%	2 40.0%
		gh		g				aci	ai	ghjl	i		i	
6=	46 26.7%	3 25.0%	6 50.0%	1 9.1%	1 16.7%	0 0.0%	1 50.0%	10 52.6%	4 16.0%	0 0.0%	7 26.9%	2 13.3%	9 29.0%	1 20.0%
			chk	bg				chk	bg			bg		
7=Excellent	10 5.8%	0 0.0%	1 8.3%	1 9.1%	1 16.7%	0 0.0%	1 50.0%	1 5.3%	2 8.0%	0 0.0%	1 3.8%	0 0.0%	2 6.5%	0 0.0%
		f					ajkl				f	f	f	
Mean	4.81	5.00 f	5.58 ehjKm	4.82	5.00	4.33 bf	6.50 aeK	5.05	4.44 b	5.00	4.69 b	4.47 BF	4.84	4.40 b

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

## Topic 8: Marketing Organization

### Rate the quality of your company's marketing knowledge resources: Marketing capabilities

	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=Poor	2 3.3%	1 1.8%	1 3.7%	0 0.0%	2 4.7%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	1 5.3%	4 5.3%	0 0.0%
2=	1 1.7%	3 5.3%	1 3.7%	1 3.7%	2 4.7%	1 3.4%	1 3.6%	1 9.1%	1 2.4%	0 0.0%	5 6.6%	0 0.0%	1 2.4%
3=	4 6.7%	2 3.5%	2 7.4%	2 7.4%	4 9.3%	0 0.0% cd	4 14.3% b	2 18.2% b	1 2.4%	0 0.0%	4 5.3%	6 11.8%	1 2.4%
4=	16 26.7%	14 24.6%	6 22.2%	6 22.2%	13 30.2% f	9 31.0% f	9 32.1% f	4 36.4% f	6 14.6%	1 5.3% abcd	19 25.0%	14 27.5%	9 22.0%
5=	14 23.3%	20 35.1%	11 40.7%	8 29.6%	9 20.9% e	9 31.0%	7 25.0%	2 18.2%	17 41.5% a	8 42.1%	22 28.9%	17 33.3%	13 31.7%
6=	18 30.0%	14 24.6%	5 18.5%	9 33.3%	11 25.6%	8 27.6%	5 17.9%	2 18.2%	13 31.7%	7 36.8%	20 26.3%	12 23.5%	11 26.8%
7=Excellent	5 8.3%	3 5.3%	1 3.7%	1 3.7%	2 4.7%	2 6.9%	1 3.6%	0 0.0%	3 7.3%	2 10.5%	2 2.6% c	2 3.9%	6 14.6% a
Mean	4.88	4.81	4.63	4.93	4.53 ef	5.00	4.39 Ef	4.18 Ef	5.20 aCD	5.32 acd	4.55 c	4.80	5.22 a

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

**Topic 8: Marketing Organization**

**Considering your company’s marketing knowledge (i.e., marketing practices, customer insights, and marketing plans), rate your agreement with: It is important to prevent competitors from acquiring our marketing knowledge**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
1=Strongly Disagree	4 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% Hk	0 0.0%	1 5.6%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 3.6%	0 0.0%
2=	10 6.1%	0 0.0% i	1 8.3%	0 0.0% i	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	1 50.0% Im acH	2 8.0%	1 7.1%	2 7.1%	1 20.0% h
3=	16 9.8%	2 16.7%	2 16.7%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	1 4.3%	0 0.0%	4 16.0%	0 0.0%	3 10.7%	1 20.0%
4=	31 18.9%	2 16.7%	1 8.3%	3 25.0%	2 40.0%	1 33.3%	1 50.0%	1 5.6%	3 13.0% k	0 0.0%	3 12.0%	5 35.7% g	7 25.0%	1 20.0%
5=	37 22.6%	1 8.3%	2 16.7%	3 25.0%	0 0.0%	1 33.3%	0 0.0%	5 27.8%	6 26.1%	0 0.0%	8 32.0%	4 28.6%	7 25.0%	0 0.0%
6=	31 18.9%	4 33.3%	2 16.7%	2 16.7%	2 40.0%	0 0.0%	0 0.0%	6 33.3%	5 21.7%	0 0.0%	3 12.0%	3 21.4%	3 10.7%	1 20.0%
7=Strongly Agree	35 21.3%	3 25.0%	4 33.3%	3 25.0%	1 20.0%	0 0.0%	1 50.0%	3 16.7%	8 34.8%	1 50.0%	4 16.0%	1 7.1%	5 17.9%	1 20.0%
Mean	4.95	5.33	5.17	5.25	5.40	3.33 H	5.50	5.11	5.70 Ejkl	4.50	4.60 h	4.79 h	4.64 h	4.40

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

## Topic 8: Marketing Organization

**Considering your company's marketing knowledge (i.e., marketing practices, customer insights, and marketing plans), rate your agreement with: It is important to prevent competitors from acquiring our marketing knowledge**

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Strongly Disagree	1 1.8%	1 1.9%	1 3.6%	1 3.8%	2 4.7%	0 0.0%	2 7.7%	0 0.0%	0 0.0%	0 0.0%	2 2.7%	0 0.0%	2 5.0%
2=	4 7.1%	5 9.4%	1 3.6%	0 0.0%	3 7.0%	3 11.1% e	4 15.4% e	0 0.0%	0 0.0%	0 0.0%	4 5.5%	5 10.6%	1 2.5%
3=	4 7.1%	6 11.3%	5 17.9%	1 3.8%	5 11.6%	4 14.8%	2 7.7%	2 20.0% e	1 2.6% d	2 10.5%	10 13.7%	3 6.4%	3 7.5%
4=	11 19.6%	9 17.0%	4 14.3%	6 23.1%	9 20.9%	4 14.8%	6 23.1%	0 0.0%	10 26.3%	2 10.5%	15 20.5%	8 17.0%	8 20.0%
5=	13 23.2%	10 18.9%	7 25.0%	7 26.9%	10 23.3%	5 18.5%	5 19.2%	3 30.0%	9 23.7%	4 21.1%	18 24.7%	8 17.0%	8 20.0%
6=	11 19.6%	10 18.9%	4 14.3%	6 23.1%	8 18.6%	9 33.3% f	4 15.4%	2 20.0%	7 18.4%	1 5.3% b	13 17.8%	11 23.4%	6 15.0%
7=Strongly Agree	12 21.4%	12 22.6%	6 21.4%	5 19.2%	6 14.0% F	2 7.4% eF	3 11.5% F	3 30.0%	11 28.9% b	10 52.6% ABC	11 15.1%	12 25.5%	12 30.0%
Mean	5.00	4.89	4.82	5.15	4.63 ef	4.70 ef	4.23 EF	5.40	5.45 abC	5.79 abC	4.73	5.13	5.13

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

**Topic 8: Marketing Organization**

**Considering your company’s marketing knowledge (i.e., marketing practices, customer insights, and marketing plans), rate your agreement with the following question: There are very few disadvantages to protecting our marketing knowledge.**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Strongly Disagree	15 9.3%	1 8.3%	1 9.1%	0 0.0%	2 40.0%	0 0.0%	0 0.0%	1 5.3%	1 4.8%	1 50.0%	3 12.0%	1 7.1%	4 14.3%	0 0.0%
2=	16 9.9%	1 8.3%	1 9.1%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 14.3%	0 0.0%	2 8.0%	2 14.3%	5 17.9%	0 0.0%
3=	13 8.0%	0 0.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	1 4.8%	0 0.0%	2 8.0%	2 14.3%	4 14.3%	0 0.0%
4=	27 16.7%	4 33.3%	2 18.2%	2 16.7%	2 40.0%	1 33.3%	0 0.0%	1 5.3%	3 14.3%	0 0.0%	3 12.0%	2 14.3%	5 17.9%	2 40.0%
5=	26 16.0%	2 16.7%	0 0.0%	2 16.7%	0 0.0%	1 33.3%	0 0.0%	5 26.3%	3 14.3%	0 0.0%	8 32.0%	2 14.3%	1 3.6%	1 20.0%
6=	29 17.9%	2 16.7%	2 18.2%	3 25.0%	0 0.0%	0 0.0%	1 50.0%	6 31.6%	2 9.5%	1 50.0%	3 12.0%	3 21.4%	4 14.3%	1 20.0%
7=Strongly Agree	36 22.2%	2 16.7%	3 27.3%	4 33.3%	1 20.0%	1 33.3%	1 50.0%	4 21.1%	8 38.1%	0 0.0%	4 16.0%	2 14.3%	5 17.9%	1 20.0%
Mean	4.63	4.58	4.55	5.50	3.40	5.33	6.50	5.26	5.00	3.50	4.44	4.36	3.93	5.20

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

## Topic 8: Marketing Organization

**Considering your company's marketing knowledge (i.e., marketing practices, customer insights, and marketing plans), rate your agreement with the following question: There are very few disadvantages to protecting our marketing knowledge.**

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Strongly Disagree	6 11.1%	6 11.5%	0 0.0%	3 11.1%	4 9.5%	1 3.8%	3 11.1%	0 0.0%	5 13.2%	2 11.1%	6 8.2%	5 10.9%	4 10.3%
2=	8 14.8%	4 7.7%	4 14.3%	0 0.0%	8 19.0%	0 0.0%	2 7.4%	1 10.0%	5 13.2%	0 0.0%	8 11.0%	4 8.7%	3 7.7%
	d		d	ac	b	a							
3=	5 9.3%	5 9.6%	2 7.1%	1 3.7%	3 7.1%	3 11.5%	3 11.1%	0 0.0%	4 10.5%	0 0.0%	7 9.6%	3 6.5%	3 7.7%
4=	9 16.7%	6 11.5%	5 17.9%	7 25.9%	10 23.8%	4 15.4%	4 14.8%	1 10.0%	6 15.8%	2 11.1%	14 19.2%	8 17.4%	5 12.8%
5=	8 14.8%	11 21.2%	4 14.3%	3 11.1%	6 14.3%	7 26.9%	4 14.8%	4 40.0%	2 5.3%	2 11.1%	19 26.0%	2 4.3%	4 10.3%
						e		E	bD		B	A	
6=	7 13.0%	11 21.2%	5 17.9%	5 18.5%	2 4.8%	8 30.8%	4 14.8%	1 10.0%	8 21.1%	6 33.3%	10 13.7%	10 21.7%	9 23.1%
					BeF	A			a	A			
7=Strongly Agree	11 20.4%	9 17.3%	8 28.6%	8 29.6%	9 21.4%	3 11.5%	7 25.9%	3 30.0%	8 21.1%	6 33.3%	9 12.3%	14 30.4%	11 28.2%
											bc	a	a
Mean	4.30	4.56	5.00	5.00	4.14 f	5.00	4.63	5.30	4.34	5.44 a	4.34	4.83	4.87

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



## Topic 8: Marketing Organization

### How well has your company developed strong knowledge and skills for developing digital marketing strategies?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
1=Not at all	17 10.6%	3 25.0%	1 8.3%	1 8.3%	1 20.0%	0 0.0%	0 0.0%	1 5.6%	4 17.4%	1 50.0%	2 8.3%	0 0.0%	3 10.7%	0 0.0%
2=	11 6.8%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	2 8.7%	0 0.0%	3 12.5%	1 7.1%	1 3.6%	0 0.0%
3=	21 13.0%	1 8.3%	0 0.0%	1 8.3%	1 20.0%	0 0.0%	1 50.0%	3 16.7%	4 17.4%	0 0.0%	2 8.3%	6 42.9%	1 3.6%	1 20.0%
4=	29 18.0%	3 25.0%	1 8.3%	2 16.7%	2 40.0%	0 0.0%	0 0.0%	3 16.7%	4 17.4%	0 0.0%	5 20.8%	3 21.4%	6 21.4%	0 0.0%
5=	40 24.8%	2 16.7%	3 25.0%	5 41.7%	1 20.0%	1 50.0%	0 0.0%	3 16.7%	6 26.1%	1 50.0%	5 20.8%	3 21.4%	6 21.4%	4 80.0%
6=	29 18.0%	2 16.7%	3 25.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	5 27.8%	3 13.0%	0 0.0%	4 16.7%	1 7.1%	9 32.1%	0 0.0%
7=Excellent	14 8.7%	0 0.0%	4 33.3%	1 8.3%	0 0.0%	1 50.0%	1 50.0%	1 5.6%	0 0.0%	0 0.0%	3 12.5%	0 0.0%	2 7.1%	0 0.0%
Mean	4.29	3.50	5.50	4.67	3.40	6.00	5.00	4.33	3.65	3.00	4.33	3.79	4.64	4.60

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

## Topic 8: Marketing Organization

### How well has your company developed strong knowledge and skills for developing digital marketing strategies?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	5 8.9%	8 15.1%	2 7.7%	2 8.0%	8 19.5%	2 7.4%	1 3.8%	0 0.0%	4 10.5%	2 11.1%	13 18.1% b	2 4.3% a
2=	4 7.1%	4 7.5%	1 3.8%	1 4.0%	1 2.4%	3 11.1%	4 15.4%	0 0.0%	1 2.6%	2 11.1%	4 5.6%	6 13.0%	1 2.6%
3=	12 21.4% b	3 5.7% a	5 19.2%	1 4.0%	3 7.3%	3 11.1%	5 19.2%	1 10.0%	7 18.4%	1 5.6%	8 11.1%	9 19.6%	3 7.7%
4=	12 21.4%	8 15.1%	3 11.5%	6 24.0%	7 17.1% d	4 14.8% d	6 23.1% f	5 50.0% abeF	7 18.4% d	0 0.0% cD	17 23.6%	8 17.4%	4 10.3%
5=	11 19.6%	14 26.4%	8 30.8%	7 28.0%	9 22.0%	5 18.5%	7 26.9%	2 20.0%	10 26.3%	7 38.9%	18 25.0%	10 21.7%	12 30.8%
6=	8 14.3%	9 17.0%	5 19.2%	7 28.0%	5 12.2%	7 25.9%	2 7.7%	2 20.0%	8 21.1%	5 27.8%	9 12.5% c	7 15.2%	11 28.2% a
7=Excellent	4 7.1%	7 13.2%	2 7.7%	1 4.0%	8 19.5% e	3 11.1%	1 3.8%	0 0.0%	1 2.6% a	1 5.6%	3 4.2% c	4 8.7%	6 15.4% a
Mean	4.07	4.34	4.42	4.60	4.34	4.48	3.92	4.50	4.21	4.50	3.86 C	4.20 c	5.05 Ab

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

**Topic 8: Marketing Organization**

**How well has your company developed strong knowledge and skills for executing digital marketing strategies?**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not at all	15 9.3%	3 25.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 13.0%	1 50.0%	3 12.5%	1 7.1%	3 10.7%	0 0.0%
2=	14 8.7%	1 8.3%	1 8.3%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	3 16.7%	3 13.0%	0 0.0%	2 8.3%	0 0.0%	2 7.1%	0 0.0%
3=	16 9.9%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 33.3%	3 13.0%	0 0.0%	1 4.2%	3 21.4%	2 7.1%	0 0.0%
4=	32 19.9%	2 16.7%	0 0.0%	4 33.3%	0 0.0%	0 0.0%	1 50.0%	1 5.6%	6 26.1%	0 0.0%	8 33.3%	4 28.6%	4 14.3%	2 40.0%
5=	44 27.3%	4 33.3%	7 58.3%	4 33.3%	4 80.0%	1 50.0%	0 0.0%	5 27.8%	4 17.4%	0 0.0%	6 25.0%	3 21.4%	4 14.3%	2 40.0%
6=	31 19.3%	1 8.3%	3 25.0%	2 16.7%	0 0.0%	1 50.0%	0 0.0%	3 16.7%	4 17.4%	1 50.0%	3 12.5%	2 14.3%	10 35.7%	1 20.0%
7=Excellent	9 5.6%	0 0.0%	1 8.3%	1 8.3%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	1 7.1%	3 10.7%	0 0.0%
Mean	4.27	3.50	5.17	4.67	4.40	5.50	5.50	3.94	3.74	3.50	4.04	4.29	4.64	4.80

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

## Topic 8: Marketing Organization

### How well has your company developed strong knowledge and skills for executing digital marketing strategies?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	6 10.7%	7 13.2%	1 3.8%	1 4.0%	8 19.5% c	3 11.1%	0 0.0% a	0 0.0%	2 5.3%	2 11.1%	10 13.9%	3 6.5%
2=	4 7.1%	5 9.4%	2 7.7%	2 8.0%	1 2.4% c	2 7.4%	5 19.2% a	0 0.0%	3 7.9%	3 16.7%	7 9.7%	6 13.0%	1 2.6%
3=	9 16.1%	3 5.7%	2 7.7%	2 8.0%	2 4.9%	4 14.8%	2 7.7%	2 20.0%	5 13.2%	1 5.6%	7 9.7%	7 15.2% c	1 2.6% b
4=	15 26.8%	11 20.8%	4 15.4%	2 8.0%	9 22.0%	3 11.1%	7 26.9%	2 20.0%	8 21.1%	2 11.1%	16 22.2%	8 17.4%	8 20.5%
5=	10 17.9% D	13 24.5% D	7 26.9% d	14 56.0% ABc	11 26.8%	4 14.8% D	7 26.9%	6 60.0% B	12 31.6%	4 22.2%	18 25.0%	15 32.6%	10 25.6%
6=	9 16.1%	11 20.8%	7 26.9%	4 16.0%	6 14.6% b	10 37.0% ad	4 15.4%	0 0.0% b	6 15.8%	5 27.8%	12 16.7%	6 13.0% c	12 30.8% b
7=Excellent	3 5.4%	3 5.7%	3 11.5%	0 0.0%	4 9.8%	1 3.7%	1 3.8%	0 0.0%	2 5.3%	1 5.6%	2 2.8% c	1 2.2%	5 12.8% a
Mean	4.04	4.19	4.81	4.52	4.17	4.37	4.23	4.40	4.34	4.22	3.96 C	4.04 C	5.03 AB

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

**Topic 8: Marketing Organization**

**How well has your company developed strong knowledge and skills for connecting marketing strategies and digital marketing strategies?**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
1=Not at all	15 9.3%	2 16.7%	0 0.0% i	2 16.7%	1 20.0%	0 0.0%	0 0.0%	0 0.0% I	1 4.3% i	1 50.0% bGh	3 12.5%	1 7.1%	3 10.7%	1 20.0%
2=	14 8.7%	2 16.7%	0 0.0% e	0 0.0% e	0 0.0%	1 50.0% bcjl	0 0.0%	2 11.1%	6 26.1% jl	0 0.0%	1 4.2% eh	1 7.1%	1 3.6% eh	0 0.0%
3=	15 9.3%	1 8.3%	0 0.0% gi	0 0.0% gi	0 0.0%	0 0.0%	0 0.0%	6 33.3% bcHI	0 0.0% GI	1 50.0% bcH	3 12.5%	1 7.1%	2 7.1% g	0 0.0%
4=	34 21.1%	4 33.3%	2 16.7%	2 16.7%	2 40.0%	0 0.0%	0 0.0%	1 5.6% h	8 34.8% g	0 0.0%	5 20.8%	3 21.4%	6 21.4%	1 20.0%
5=	40 24.8%	2 16.7%	3 25.0%	4 33.3%	2 40.0%	1 50.0%	1 50.0%	5 27.8%	4 17.4%	0 0.0%	5 20.8%	5 35.7%	6 21.4%	2 40.0%
6=	33 20.5%	1 8.3%	5 41.7%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	4 22.2%	4 17.4%	0 0.0%	7 29.2%	2 14.3%	8 28.6%	1 20.0%
7=Excellent	10 6.2%	0 0.0% f	2 16.7% j	3 25.0% ghj	0 0.0%	0 0.0%	1 50.0% aGHJ	0 0.0% cF	0 0.0% cF	0 0.0%	0 0.0% bcF	1 7.1%	2 7.1%	0 0.0%
Mean	4.30	3.42 B	5.58 AdeGHIjk	4.75	3.80 b	3.50 b	6.00	4.17 B	3.87 B	2.00 B	4.21 b	4.43 b	4.54	4.20
Significance Tests Between Columns:		Lower case: p<.05    Upper case: p<.01												

## Topic 8: Marketing Organization

### How well has your company developed strong knowledge and skills for connecting marketing strategies and digital marketing strategies?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	6 10.7%	6 11.3%	2 7.7%	1 4.0%	6 14.6%	3 11.1%	2 7.7%	0 0.0%	3 7.9%	1 5.6%	11 15.3%	2 4.3%
2=	6 10.7%	6 11.3%	1 3.8%	1 4.0%	5 12.2%	2 7.4%	2 7.7%	1 10.0%	2 5.3%	2 11.1%	5 6.9%	8 17.4% c	1 2.6% b
3=	7 12.5%	4 7.5%	2 7.7%	1 4.0%	3 7.3%	3 11.1%	2 7.7%	1 10.0%	4 10.5%	2 11.1%	9 12.5%	4 8.7%	1 2.6%
4=	15 26.8%	9 17.0%	4 15.4%	6 24.0%	7 17.1%	2 7.4% Cd	10 38.5% B	4 40.0% b	9 23.7%	2 11.1%	17 23.6%	12 26.1%	5 12.8%
5=	13 23.2%	10 18.9%	8 30.8%	9 36.0%	9 22.0%	9 33.3%	5 19.2%	4 40.0%	8 21.1%	4 22.2%	20 27.8%	9 19.6%	11 28.2%
6=	5 8.9% Bc	16 30.2% A	7 26.9% a	5 20.0%	8 19.5%	7 25.9%	5 19.2%	0 0.0%	8 21.1%	5 27.8%	10 13.9% c	9 19.6%	13 33.3% a
7=Excellent	4 7.1%	2 3.8%	2 7.7%	2 8.0%	3 7.3%	1 3.7%	0 0.0%	0 0.0%	4 10.5%	2 11.1%	0 0.0% C	2 4.3%	6 15.4% A
Mean	3.96 d	4.26	4.69	4.76 a	4.07	4.37	4.12	4.10	4.50	4.61	3.83 C	4.15 C	5.18 AB

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

## Topic 8: Marketing Organization

### How well has your company developed strong knowledge and skills for measuring the success of digital marketing strategies?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not at all	22 13.7%	3 25.0%	0 0.0% ei	2 16.7%	1 20.0%	1 50.0% b	0 0.0%	2 11.1%	4 17.4%	1 50.0% b	3 12.5%	1 7.1%	3 10.7%	1 20.0%
2=	18 11.2%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 22.2%	5 21.7%	0 0.0%	2 8.3%	2 14.3%	2 7.1%	1 20.0%
3=	21 13.0%	0 0.0%	1 8.3%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	5 27.8% l	5 21.7%	0 0.0%	3 12.5%	3 21.4%	1 3.6% g	0 0.0%
4=	29 18.0%	2 16.7%	2 16.7%	2 16.7%	1 20.0%	1 50.0%	0 0.0%	2 11.1%	4 17.4%	0 0.0%	7 29.2%	2 14.3%	5 17.9%	1 20.0%
5=	37 23.0%	4 33.3%	5 41.7%	1 8.3% d	3 60.0% cg	0 0.0%	1 50.0%	2 11.1% d	4 17.4%	0 0.0%	5 20.8%	4 28.6%	7 25.0%	1 20.0%
6=	25 15.5%	1 8.3%	4 33.3% h	4 33.3% h	0 0.0%	0 0.0%	0 0.0%	3 16.7%	1 4.3% bcil	1 50.0% h	2 8.3%	1 7.1%	7 25.0% h	1 20.0%
7=Excellent	9 5.6%	0 0.0% f	0 0.0% f	1 8.3%	0 0.0%	0 0.0%	1 50.0% abGH	0 0.0%	0 0.0% F	0 0.0% F	2 8.3%	1 7.1%	3 10.7%	0 0.0%
Mean	3.94	3.42 b	5.00 aeGH	4.33 h	4.00	2.50 b	6.00 gh	3.39 Bfl	3.09 Bcfl	3.50	3.96	3.93	4.57 gH	3.60

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

## Topic 8: Marketing Organization

### How well has your company developed strong knowledge and skills for measuring the success of digital marketing strategies?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	10 17.9%	8 15.1%	2 7.7%	2 8.0%	9 22.0%	3 11.1%	3 11.5%	1 10.0%	4 10.5%	2 11.1%	14 19.4%	4 8.7%
2=	9 16.1%	4 7.5%	3 11.5%	2 8.0%	5 12.2%	2 7.4%	3 11.5%	0 0.0%	5 13.2%	2 11.1%	9 12.5% c	8 17.4% C	0 0.0% aB
3=	8 14.3%	6 11.3%	3 11.5%	3 12.0%	5 12.2%	7 25.9% e	3 11.5%	2 20.0%	2 5.3% b	2 11.1%	11 15.3%	6 13.0%	4 10.3%
4=	9 16.1%	10 18.9%	6 23.1%	4 16.0%	4 9.8%	5 18.5%	6 23.1%	2 20.0%	7 18.4%	5 27.8%	11 15.3%	7 15.2%	11 28.2%
5=	9 16.1%	15 28.3%	6 23.1%	7 28.0%	7 17.1%	7 25.9%	6 23.1%	4 40.0%	10 26.3%	3 16.7%	18 25.0%	11 23.9%	8 20.5%
6=	8 14.3%	7 13.2%	5 19.2%	5 20.0%	7 17.1%	2 7.4%	4 15.4%	1 10.0%	8 21.1%	3 16.7%	8 11.1%	9 19.6%	6 15.4%
7=Excellent	3 5.4%	3 5.7%	1 3.8%	2 8.0%	4 9.8%	1 3.7%	1 3.8%	0 0.0%	2 5.3%	1 5.6%	1 1.4% C	1 2.2% c	6 15.4% Ab
Mean	3.61	4.00	4.15	4.40	3.78	3.78	3.96	4.10	4.21	4.00	3.53 C	3.96	4.56 A

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



**Topic 8: Marketing Organization**

**How well has your company developed strong knowledge and skills for learning about what works and doesn't work for digital marketing?**

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not at all	21 13.0%	4 33.3% b	0 0.0% ai	1 8.3%	1 20.0%	0 0.0%	0 0.0%	2 11.1%	4 17.4%	1 50.0% b	3 12.5%	1 7.1%	3 10.7%	1 20.0%
2=	15 9.3%	1 8.3%	0 0.0% e	1 8.3%	0 0.0%	1 50.0% bk	0 0.0%	2 11.1%	4 17.4%	0 0.0%	2 8.3%	0 0.0% e	2 7.1%	1 20.0%
3=	21 13.0%	1 8.3%	1 8.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	5 27.8%	2 8.7%	0 0.0%	4 16.7%	1 7.1%	5 17.9%	1 20.0%
4=	29 18.0%	3 25.0%	1 8.3%	3 25.0%	1 20.0%	0 0.0%	0 0.0%	3 16.7%	4 17.4%	0 0.0%	3 12.5% k	6 42.9% j	5 17.9%	0 0.0%
5=	42 26.1%	2 16.7% b	7 58.3% aCIm	0 0.0% Bdfhj	2 40.0% c	0 0.0%	1 50.0% c	4 22.2%	8 34.8% c	0 0.0%	7 29.2% c	4 28.6%	7 25.0% b	0 0.0% b
6=	27 16.8%	0 0.0% ceim	3 25.0%	5 41.7% aH	1 20.0%	1 50.0% ah	0 0.0%	2 11.1%	1 4.3% Ceim	1 50.0% ah	5 20.8%	2 14.3%	4 14.3%	2 40.0% ah
7=Excellent	6 3.7%	1 8.3%	0 0.0% f	1 8.3%	0 0.0%	0 0.0%	1 50.0% bGHJk	0 0.0%	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% f	2 7.1%	0 0.0%
Mean	4.00	3.17 B	5.00 AGH	4.58	4.20	4.00	6.00 h	3.61 B	3.48 Bf	3.50	4.00	4.29	4.11	3.60

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

## Topic 8: Marketing Organization

### How well has your company developed strong knowledge and skills for learning about what works and doesn't work for digital marketing?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	9 16.1%	8 15.1%	2 7.7%	2 8.0%	7 17.1%	4 14.8%	3 11.5%	1 10.0%	4 10.5%	2 11.1%	14 19.4%	4 8.7%
2=	7 12.5%	5 9.4%	1 3.8%	1 4.0%	6 14.6%	1 3.7%	3 11.5%	0 0.0%	3 7.9%	2 11.1%	6 8.3%	7 15.2% c	1 2.6% b
3=	7 12.5%	7 13.2%	2 7.7%	5 20.0%	5 12.2%	6 22.2% e	2 7.7%	3 30.0% e	2 5.3% bd	3 16.7%	13 18.1%	5 10.9%	3 7.7%
4=	11 19.6%	5 9.4% C	9 34.6% B	4 16.0%	3 7.3% c	5 18.5%	7 26.9% a	3 30.0%	7 18.4%	3 16.7%	14 19.4%	8 17.4%	7 17.9%
5=	14 25.0%	16 30.2%	5 19.2%	7 28.0%	10 24.4%	7 25.9%	6 23.1%	2 20.0%	13 34.2%	4 22.2%	18 25.0%	11 23.9%	12 30.8%
6=	5 8.9%	10 18.9%	6 23.1%	6 24.0%	8 19.5%	3 11.1%	4 15.4%	1 10.0%	8 21.1%	3 16.7%	7 9.7%	10 21.7%	9 23.1%
7=Excellent	3 5.4%	2 3.8%	1 3.8%	0 0.0%	2 4.9%	1 3.7%	1 3.8%	0 0.0%	1 2.6%	1 5.6%	0 0.0% C	1 2.2%	4 10.3% A
Mean	3.73	4.02	4.38	4.24	3.85	3.85	4.00	3.80	4.32	4.00	3.51 C	4.07	4.72 A

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

**Topic 8: Marketing Organization**

**How well has your company developed strong knowledge and skills for managing external digital marketing partners and agencies?**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not at all	29 18.0%	6 50.0% Bcijkl	0 0.0% AdeI	1 8.3% ai	2 40.0% b	1 50.0% b	0 0.0%	3 16.7% i	4 17.4% i	2 100.0% BcghjKlm	4 16.7% ai	1 7.1% aI	5 17.9% ai	0 0.0% i
2=	20 12.4%	1 8.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 22.2%	4 17.4%	0 0.0%	4 16.7%	1 7.1%	4 14.3%	1 20.0%
3=	19 11.8%	0 0.0%	1 8.3%	1 8.3%	1 20.0%	0 0.0%	0 0.0%	2 11.1%	3 13.0%	0 0.0%	1 4.2% l	2 14.3%	7 25.0% j	0 0.0%
4=	31 19.3%	0 0.0% cefm	2 16.7%	4 33.3% a	1 20.0%	1 50.0% a	1 50.0% a	3 16.7%	5 21.7%	0 0.0%	6 25.0%	3 21.4%	3 10.7%	2 40.0% a
5=	26 16.1%	1 8.3%	2 16.7%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	2 11.1% k	4 17.4%	0 0.0%	5 20.8%	6 42.9% gl	3 10.7% k	0 0.0%
6=	28 17.4%	3 25.0%	4 33.3%	3 25.0%	1 20.0%	0 0.0%	0 0.0%	4 22.2%	3 13.0%	0 0.0%	3 12.5%	1 7.1%	4 14.3%	2 40.0%
7=Excellent	8 5.0%	1 8.3%	2 16.7%	1 8.3%	0 0.0%	0 0.0%	1 50.0% GHjk	0 0.0% F	0 0.0% F	0 0.0%	1 4.2% f	0 0.0% f	2 7.1%	0 0.0%
Mean	3.75	3.17 b	5.08 adgHjl	4.58	3.00 b	2.50	5.50	3.50 b	3.43 B	1.00	3.71 b	4.07	3.54 b	4.40

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

## Topic 8: Marketing Organization

### How well has your company developed strong knowledge and skills for managing external digital marketing partners and agencies?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	13 23.2% c	11 20.8%	1 3.8% a	4 16.0%	14 34.1% ce	4 14.8%	2 7.7% a	2 20.0%	5 13.2% a	2 11.1%	17 23.6%	8 17.4%
2=	5 8.9%	10 18.9%	2 7.7%	3 12.0%	4 9.8%	3 11.1%	5 19.2%	1 10.0%	5 13.2%	2 11.1%	11 15.3% c	7 15.2% c	1 2.6% ab
3=	10 17.9% b	2 3.8% a	3 11.5%	3 12.0%	3 7.3%	6 22.2%	3 11.5%	1 10.0%	5 13.2%	1 5.6%	8 11.1%	6 13.0%	5 12.8%
4=	10 17.9%	8 15.1%	8 30.8%	5 20.0%	4 9.8% c	4 14.8%	9 34.6% ad	0 0.0% c	9 23.7%	5 27.8%	11 15.3%	12 26.1%	8 20.5%
5=	10 17.9%	9 17.0%	5 19.2%	2 8.0%	8 19.5%	4 14.8%	5 19.2%	4 40.0% ef	3 7.9% d	1 5.6% d	14 19.4%	6 13.0%	6 15.4%
6=	6 10.7% d	9 17.0%	5 19.2%	8 32.0% a	4 9.8% f	5 18.5%	1 3.8% ef	2 20.0%	10 26.3% c	6 33.3% ac	9 12.5% c	5 10.9% c	12 30.8% ab
7=Excellent	2 3.6%	4 7.5%	2 7.7%	0 0.0%	4 9.8%	1 3.7%	1 3.8%	0 0.0%	1 2.6%	1 5.6%	2 2.8%	2 4.3%	3 7.7%
Mean	3.45 c	3.70	4.42 a	3.88	3.39	3.74	3.65	3.90	3.89	4.28	3.40 C	3.52 c	4.51 Ab

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

**Topic 8: Marketing Organization**

**How well has your company developed strong knowledge and skills for hiring people to perform digital marketing activities?**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
1=Not at all	25 15.5%	6 50.0% bcJKL	1 8.3% ai	1 8.3% ai	1 20.0%	0 0.0%	0 0.0%	3 16.7% i	4 17.4% i	2 100.0% bcghJKlm	2 8.3% AI	0 0.0% AI	5 17.9% ai	0 0.0% i
2=	13 8.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 22.2%	2 8.7%	0 0.0%	2 8.3%	2 14.3%	2 7.1%	0 0.0%
3=	19 11.8%	2 16.7%	1 8.3%	1 8.3%	1 20.0%	0 0.0%	0 0.0%	2 11.1%	4 17.4%	0 0.0%	3 12.5%	2 14.3%	3 10.7%	0 0.0%
4=	36 22.4%	3 25.0%	3 25.0%	4 33.3%	0 0.0%	0 0.0%	1 50.0%	1 5.6% hk	8 34.8% g	0 0.0%	6 25.0%	5 35.7% g	4 14.3%	1 20.0%
5=	28 17.4%	1 8.3%	2 16.7%	3 25.0%	1 20.0%	1 50.0% h	0 0.0%	5 27.8% h	1 4.3% egm	0 0.0%	6 25.0%	1 7.1%	4 14.3%	2 40.0% h
6=	32 19.9%	0 0.0% blm	5 41.7% a	2 16.7%	1 20.0%	0 0.0%	0 0.0%	3 16.7%	3 13.0%	0 0.0%	4 16.7%	4 28.6%	8 28.6% a	2 40.0% a
7=Excellent	8 5.0%	0 0.0% ef	0 0.0% ef	1 8.3%	1 20.0%	1 50.0% abGhjk	1 50.0% abGhjk	0 0.0% EF	1 4.3% ef	0 0.0%	1 4.2% ef	0 0.0% ef	2 7.1%	0 0.0%
Mean	3.98	2.42 BCefJKIM	4.67 A	4.50 A	4.40	6.00 a	5.50 a	3.56	3.57	1.00	4.17 A	4.21 A	4.14 a	5.20 A

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

## Topic 8: Marketing Organization

### How well has your company developed strong knowledge and skills for hiring people to perform digital marketing activities?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	11 19.6%	9 17.0%	1 3.8%	4 16.0%	9 22.0%	4 14.8%	4 15.4%	2 20.0%	4 10.5%	2 11.1%	18 25.0% bc	4 8.7% a
2=	6 10.7%	5 9.4%	1 3.8%	0 0.0%	6 14.6%	3 11.1%	1 3.8%	0 0.0%	2 5.3%	1 5.6%	7 9.7% c	6 13.0% c	0 0.0% ab
3=	10 17.9%	5 9.4%	1 3.8%	3 12.0%	3 7.3%	2 7.4%	5 19.2%	3 30.0%	3 7.9%	3 16.7%	9 12.5%	6 13.0%	3 7.7%
4=	14 25.0% d	12 22.6% d	9 34.6% D	1 4.0% abC	4 9.8% e	6 22.2%	7 26.9%	3 30.0%	12 31.6% a	4 22.2%	12 16.7% b	17 37.0% a	7 17.9%
5=	6 10.7%	9 17.0%	7 26.9%	6 24.0%	9 22.0%	2 7.4%	6 23.1%	2 20.0%	3 7.9%	5 27.8%	12 16.7%	4 8.7% c	12 30.8% b
6=	6 10.7% D	11 20.8%	6 23.1%	9 36.0% A	9 22.0%	8 29.6%	3 11.5%	0 0.0%	10 26.3%	2 11.1%	11 15.3%	9 19.6%	11 28.2%
7=Excellent	3 5.4%	2 3.8%	1 3.8%	2 8.0%	1 2.4%	2 7.4%	0 0.0%	0 0.0%	4 10.5%	1 5.6%	3 4.2%	0 0.0%	3 7.7%
Mean	3.50 Cd	3.91	4.62 A	4.60 a	3.71	4.15	3.73	3.30	4.42	4.06	3.53 C	3.83 C	4.79 AB

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

## Topic 8: Marketing Organization

### How well has your company developed strong knowledge and skills for training people to perform digital marketing activities?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
1=Not at all	23 14.3%	4 33.3%	1 8.3%	2 16.7%	1 20.0%	0 0.0%	0 0.0%	3 16.7%	3 13.0%	1 50.0%	3 12.5%	1 7.1%	4 14.3%	0 0.0%
2=	18 11.2%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 22.2%	4 17.4%	1 50.0%	2 8.3%	1 7.1%	4 14.3%	0 0.0%
3=	37 23.0%	2 16.7%	2 16.7%	2 16.7%	2 40.0%	0 0.0%	0 0.0%	3 16.7%	5 21.7%	0 0.0%	8 33.3%	3 21.4%	7 25.0%	2 40.0%
4=	38 23.6%	4 33.3%	6 50.0%	1 8.3%	1 20.0%	0 0.0%	1 50.0%	4 22.2%	6 26.1%	0 0.0%	4 16.7%	4 28.6%	5 17.9%	2 40.0%
5=	30 18.6%	1 8.3%	3 25.0%	4 33.3%	1 20.0%	2 100.0%	0 0.0%	2 11.1%	5 21.7%	0 0.0%	6 25.0%	3 21.4%	2 7.1%	1 20.0%
6=	9 5.6%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	1 4.2%	2 14.3%	4 14.3%	0 0.0%
7=Excellent	6 3.7%	0 0.0%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	1 50.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.1%	0 0.0%
Mean	3.53	2.75	3.83	4.33	3.20	5.00	5.50	3.28	3.26	1.50	3.46	3.93	3.61	3.80

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

## Topic 8: Marketing Organization

### How well has your company developed strong knowledge and skills for training people to perform digital marketing activities?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	10 17.9%	9 17.0%	2 7.7%	2 8.0%	11 26.8% c	4 14.8%	1 3.8% a	1 10.0%	5 13.2%	1 5.6%	18 25.0% Bc	2 4.3% A
2=	8 14.3%	5 9.4%	1 3.8%	3 12.0%	5 12.2%	3 11.1%	5 19.2%	1 10.0%	2 5.3%	2 11.1%	9 12.5%	8 17.4% c	1 2.6% b
3=	16 28.6%	13 24.5%	4 15.4%	4 16.0%	12 29.3%	7 25.9%	8 30.8%	3 30.0%	5 13.2%	2 11.1%	20 27.8%	9 19.6%	7 17.9%
4=	12 21.4%	11 20.8%	7 26.9%	8 32.0%	2 4.9% bDEF	7 25.9% a	4 15.4% e	4 40.0% A	15 39.5% Ac	6 33.3% A	14 19.4%	13 28.3%	10 25.6%
5=	6 10.7% c	10 18.9%	9 34.6% a	5 20.0%	9 22.0%	4 14.8%	5 19.2%	1 10.0%	6 15.8%	4 22.2%	10 13.9% C	6 13.0% c	14 35.9% Ab
6=	1 1.8%	3 5.7%	2 7.7%	3 12.0%	2 4.9%	0 0.0%	3 11.5%	0 0.0%	2 5.3%	2 11.1%	1 1.4% b	6 13.0% a	2 5.1%
7=Excellent	3 5.4%	2 3.8%	1 3.8%	0 0.0%	0 0.0%	2 7.4%	0 0.0%	0 0.0%	3 7.9%	1 5.6%	0 0.0%	2 4.3%	2 5.1%
Mean	3.20 c	3.47	4.15 a	3.80	2.98 ef	3.44	3.62	3.30	3.87 a	4.11 a	2.89 BC	3.85 A	4.15 A

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



## Topic 8: Marketing Organization

**How does your company approach the development of new marketing capabilities? Allocate 100 points to indicate the emphasis you place on each approach.**

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Number	169	12	12	12	5	3	1	19	24	2	26	15	30	5
Percent	100.0%	7.2%	7.2%	7.2%	3.0%	1.8%	0.6%	11.4%	14.5%	1.2%	15.7%	9.0%	18.1%	3.0%
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	169 59.82 31.11	12 54.58 35.13	12 50.00 33.17	12 48.75 23.37	5 76.00 20.74	3 85.00 21.79	1 75.00 ---	19 56.05 30.21	24 57.08 36.32	2 82.50 24.75	26 65.58 28.30	15 58.00 26.98	30 62.17 31.67	5 56.00 51.77
				de	c	c								
We partner with other marketing agencies to learn new marketing skills.	169 14.54 18.95	12 20.00 28.44	12 15.00 14.92	12 22.50 17.52	5 0.00 0.00	3 6.67 11.55	1 25.00 ---	19 19.21 16.77	24 15.63 24.02	2 10.00 14.14	26 7.58 12.63	15 20.67 22.59	30 11.83 16.69	5 10.00 22.36
			J					j			Cgk	j		
We partner with other consultancies to learn new marketing skills.	169 12.16 15.82	12 12.50 16.03	12 11.25 12.64	12 10.83 10.84	5 11.00 11.40	3 3.33 5.77	1 0.00 ---	19 14.74 11.96	24 11.46 16.32	2 2.50 3.54	26 12.88 16.74	15 9.67 16.53	30 15.50 20.73	5 14.00 21.91
We partner with other companies to learn new marketing skills.	169 11.48 16.53	12 12.92 22.81	12 20.83 19.29	12 16.25 9.80	5 13.00 12.04	3 1.67 2.89	1 0.00 ---	19 9.21 9.47	24 11.88 17.62	2 0.00 0.00	26 9.81 12.77	15 10.33 15.52	30 10.00 15.70	5 20.00 44.72
			gj	e		c		b			b			
We buy other companies to acquire new marketing skills.	169 2.00 6.55	12 0.00 0.00	12 2.92 7.22	12 1.67 4.44	5 0.00 0.00	3 3.33 5.77	1 0.00 ---	19 0.79 1.87	24 3.96 10.73	2 5.00 7.07	26 4.15 10.54	15 1.33 3.52	30 0.50 2.01	5 0.00 0.00
								i		gl			i	

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

## Topic 8: Marketing Organization

**How does your company approach the development of new marketing capabilities? Allocate 100 points to indicate the emphasis you place on each approach.**

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	58	55	28	27	44	27	27	11	41	18	74	51	40
Percent	34.5%	32.7%	16.7%	16.1%	26.2%	16.1%	16.1%	6.5%	24.4%	10.7%	44.8%	30.9%	24.2%
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	58 60.17 31.50	55 64.00 29.76	28 48.57 33.13	27 61.85 30.29	44 67.27 31.09	27 59.26 31.55	27 66.11 27.19	11 45.00 33.32	41 60.12 32.62	18 41.94 24.80	74 60.74 33.85	51 56.18 29.71	40 61.88 28.19
		c	b		dF		dF	ac	f	ACe			
We partner with other marketing agencies to learn new marketing skills.	58 13.71 17.83	55 12.31 20.43	28 22.32 20.48	27 12.59 15.40	44 7.89 14.54	27 19.63 25.26	27 12.41 16.60	11 24.55 24.44	41 13.54 16.29	18 22.78 18.33	74 11.58 18.93	51 16.47 19.14	40 18.13 18.77
	c	c	ab		bDF	a		A		A			
We partner with other consultancies to learn new marketing skills.	58 10.43 13.45	55 13.18 18.84	28 13.93 16.35	27 12.41 13.68	44 12.61 19.15	27 10.93 15.07	27 11.11 14.37	11 10.45 10.83	41 11.34 15.17	18 15.83 14.27	74 14.19 18.36	51 11.18 13.95	40 9.38 12.92
We partner with other companies to learn new marketing skills.	58 13.53 16.62	55 8.36 12.36	28 13.57 22.02	27 11.67 17.26	44 10.34 13.44	27 9.63 13.86	27 9.26 12.22	11 15.00 23.24	41 13.90 20.60	18 13.33 18.79	74 10.81 16.01	51 14.51 15.60	40 9.25 19.03
We buy other companies to acquire new marketing skills.	58 2.16 7.50	55 2.15 7.23	28 1.61 3.86	27 1.48 5.15	44 1.89 6.09	27 0.56 2.12	27 1.11 3.20	11 5.00 12.45	41 1.10 3.26	18 6.11 12.67	74 2.68 8.71	51 1.67 3.96	40 1.38 4.53
						f			f	be			

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in: Is collected on a regular basis

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not at all	10 6.1%	1 8.3%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	3 15.8%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	3 11.1%	0 0.0%
					j			j			dg			
2=	14 8.6%	0 0.0%	2 16.7%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.7%	1 50.0%	3 12.0%	3 23.1%	1 3.7%	0 0.0%
		i						Ik		aGl		g	i	
3=	12 7.4%	0 0.0%	0 0.0%	1 8.3%	1 20.0%	2 66.7%	0 0.0%	1 5.3%	2 8.7%	0 0.0%	2 8.0%	1 7.7%	2 7.4%	0 0.0%
		E	E	e		ABcGhjkL		E	e		e	e	E	
4=	17 10.4%	2 16.7%	1 8.3%	3 25.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	2 8.7%	0 0.0%	3 12.0%	1 7.7%	4 14.8%	0 0.0%
5=	33 20.2%	2 16.7%	4 33.3%	1 8.3%	2 40.0%	0 0.0%	1 50.0%	2 10.5%	7 30.4%	0 0.0%	8 32.0%	2 15.4%	2 7.4%	2 40.0%
			1						1		1		bhj	
6=	36 22.1%	6 50.0%	1 8.3%	2 16.7%	0 0.0%	1 33.3%	1 50.0%	5 26.3%	3 13.0%	0 0.0%	4 16.0%	4 30.8%	6 22.2%	2 40.0%
		bhj	a						a		a			
7=All the time	41 25.2%	1 8.3%	4 33.3%	4 33.3%	1 20.0%	0 0.0%	0 0.0%	7 36.8%	5 21.7%	1 50.0%	5 20.0%	2 15.4%	9 33.3%	1 20.0%
Mean	4.97	5.17	5.17	5.17	4.20	4.00	5.50	5.21	4.70	4.50	4.92	4.69	5.04	5.80

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in: Is collected on a regular basis

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	5 8.9%	1 1.9%	1 3.7%	3 11.1%	2 4.8%	2 7.4%	1 3.8%	2 20.0%	3 7.9%	0 0.0%	8 11.0%	1 2.2%
2=	6 10.7%	8 15.4% cd	0 0.0% b	0 0.0% b	6 14.3% e	3 11.1% e	3 11.5% e	1 10.0%	0 0.0% abc	1 5.3%	5 6.8%	6 13.0%	3 7.5%
3=	3 5.4%	5 9.6%	1 3.7%	3 11.1%	2 4.8%	4 14.8%	4 15.4%	1 10.0%	1 2.6%	0 0.0%	6 8.2%	3 6.5%	3 7.5%
4=	6 10.7%	4 7.7%	5 18.5%	2 7.4%	5 11.9%	0 0.0% c	4 15.4% b	1 10.0%	5 13.2%	2 10.5%	7 9.6%	6 13.0%	3 7.5%
5=	11 19.6%	10 19.2%	5 18.5%	7 25.9%	9 21.4%	4 14.8%	5 19.2%	3 30.0%	8 21.1%	4 21.1%	14 19.2%	10 21.7%	8 20.0%
6=	9 16.1%	12 23.1%	9 33.3%	5 18.5%	9 21.4%	7 25.9%	5 19.2%	2 20.0%	8 21.1%	4 21.1%	17 23.3%	10 21.7%	8 20.0%
7=All the time	16 28.6%	12 23.1%	6 22.2%	7 25.9%	9 21.4%	7 25.9%	4 15.4%	0 0.0% ef	13 34.2% d	8 42.1% d	16 21.9%	10 21.7%	14 35.0%
Mean	4.84	4.88	5.37	4.96	4.81 f	4.85	4.54 f	3.80 eF	5.39 d	5.79 acD	4.77	4.91	5.35

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in: Is shared vertically across different levels of the firm and business units

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not at all	11 6.7%	1 8.3%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	3 15.8%	2 8.7%	0 0.0%	1 4.0%	0 0.0%	3 10.7%	0 0.0%
2=	18 11.0%	1 8.3%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 21.1%	4 17.4%	1 50.0%	1 4.0%	1 7.7%	2 7.1%	2 40.0%
3=	20 12.2%	1 8.3%	2 16.7%	2 16.7%	1 20.0%	2 66.7%	0 0.0%	1 5.3%	3 13.0%	0 0.0%	4 16.0%	1 7.7%	3 10.7%	0 0.0%
4=	25 15.2%	2 16.7%	2 16.7%	4 33.3%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	3 13.0%	0 0.0%	2 8.0%	2 15.4%	9 32.1%	0 0.0%
5=	41 25.0%	3 25.0%	1 8.3%	2 16.7%	2 40.0%	1 33.3%	0 0.0%	3 15.8%	5 21.7%	1 50.0%	9 36.0%	6 46.2%	5 17.9%	2 40.0%
6=	30 18.3%	3 25.0%	2 16.7%	2 16.7%	0 0.0%	0 0.0%	2 100.0%	4 21.1%	4 17.4%	0 0.0%	6 24.0%	2 15.4%	4 14.3%	0 0.0%
7=All the time	19 11.6%	1 8.3%	3 25.0%	2 16.7%	1 20.0%	0 0.0%	0 0.0%	3 15.8%	2 8.7%	0 0.0%	2 8.0%	1 7.7%	2 7.1%	1 20.0%
Mean	4.42	4.50	4.67	4.83	4.20	3.67	6.00	4.11	4.09	3.50	4.72	4.77	4.11	4.20
Significance Tests Between Columns:	Lower case: p<.05    Upper case: p<.01													

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in: Is shared vertically across different levels of the firm and business units

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	3 5.4%	4 7.5%	1 3.7%	3 11.1%	4 9.3%	2 7.4%	0 0.0%	1 10.0%	4 10.5%	0 0.0%	9 12.3%	1 2.2%
2=	6 10.7%	7 13.2%	2 7.4%	3 11.1%	4 9.3%	2 7.4%	5 19.2%	2 20.0%	2 5.3%	3 15.8%	7 9.6%	9 19.6% c	2 4.9% b
3=	4 7.1%	9 17.0%	1 3.7% d	6 22.2% c	5 11.6%	5 18.5%	7 26.9% ef	0 0.0%	3 7.9% c	0 0.0% c	9 12.3%	3 6.5%	7 17.1%
4=	13 23.2% d	5 9.4%	6 22.2% d	1 3.7% ac	7 16.3% d	2 7.4% D	3 11.5% d	5 50.0% aBce	5 13.2% d	3 15.8%	14 19.2%	7 15.2%	4 9.8%
5=	13 23.2%	13 24.5%	7 25.9%	8 29.6%	7 16.3%	10 37.0%	4 15.4%	2 20.0%	12 31.6%	6 31.6%	16 21.9%	11 23.9%	13 31.7%
6=	10 17.9%	10 18.9%	8 29.6% d	2 7.4% c	8 18.6%	4 14.8%	5 19.2%	0 0.0%	8 21.1%	5 26.3%	10 13.7%	11 23.9%	8 19.5%
7=All the time	7 12.5%	5 9.4%	2 7.4%	4 14.8%	8 18.6%	2 7.4%	2 7.7%	0 0.0%	4 10.5%	2 10.5%	8 11.0%	4 8.7%	6 14.6%
Mean	4.52	4.25	4.78	4.11	4.51	4.33	4.12	3.50 f	4.55	4.84 d	4.14	4.46	4.80

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in: Is shared horizontally across different functions and business units

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not at all	14 8.6%	1 8.3%	0 0.0%	2 16.7%	1 20.0%	0 0.0%	0 0.0%	3 16.7%	3 13.0%	0 0.0%	1 4.0%	0 0.0%	3 10.7%	0 0.0%
2=	14 8.6%	1 8.3%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	2 8.7%	0 0.0%	1 4.0%	2 15.4%	2 7.1%	1 20.0%
3=	27 16.6%	1 8.3% e	1 8.3% e	1 8.3% e	1 20.0%	2 66.7% abcl	0 0.0%	3 16.7%	4 17.4%	1 50.0%	5 20.0%	4 30.8%	4 14.3% e	0 0.0%
4=	25 15.3%	2 16.7%	2 16.7%	3 25.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	4 17.4%	0 0.0%	4 16.0%	1 7.7%	8 28.6%	0 0.0%
5=	37 22.7%	3 25.0%	2 16.7%	3 25.0%	1 20.0%	0 0.0%	0 0.0%	4 22.2%	5 21.7%	1 50.0%	9 36.0%	2 15.4%	4 14.3%	2 40.0%
6=	34 20.9%	3 25.0%	3 25.0%	2 16.7% f	2 40.0%	1 33.3%	2 100.0% cgHJl	3 16.7% f	3 13.0% F	0 0.0%	3 12.0% F	3 23.1%	6 21.4% f	2 40.0%
7=All the time	12 7.4%	1 8.3%	2 16.7%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	2 8.7%	0 0.0%	2 8.0%	1 7.7%	1 3.6%	0 0.0%
Mean	4.27	4.50	4.75	4.25	4.20	4.00	6.00	4.00	4.00	4.00	4.44	4.23	4.07	4.80

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in: Is shared horizontally across different functions and business units

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	7 12.5%	3 5.7%	1 3.7%	3 11.5%	6 14.0%	2 7.4%	0 0.0%	2 20.0%	4 10.5%	0 0.0%	10 13.7%	2 4.3%
2=	5 8.9%	6 11.3%	1 3.7%	2 7.7%	4 9.3%	4 14.8%	2 8.0%	1 10.0%	2 5.3%	1 5.3%	6 8.2%	6 13.0%	2 5.0%
3=	7 12.5%	12 22.6%	4 14.8%	4 15.4%	5 11.6%	6 22.2%	8 32.0%	1 10.0%	4 10.5%	3 15.8%	15 20.5%	5 10.9%	6 15.0%
4=	10 17.9%	8 15.1%	5 18.5%	2 7.7%	5 11.6%	4 14.8%	3 12.0%	4 40.0%	5 13.2%	4 21.1%	12 16.4%	6 13.0%	7 17.5%
5=	13 23.2%	12 22.6%	6 22.2%	5 19.2%	7 16.3%	5 18.5%	6 24.0%	2 20.0%	13 34.2%	4 21.1%	17 23.3%	12 26.1%	7 17.5%
6=	11 19.6%	8 15.1%	8 29.6%	7 26.9%	11 25.6%	4 14.8%	5 20.0%	0 0.0%	8 21.1%	6 31.6%	8 11.0%	12 26.1%	13 32.5%
7=All the time	3 5.4%	4 7.5%	2 7.4%	3 11.5%	5 11.6%	2 7.4%	1 4.0%	0 0.0%	2 5.3%	1 5.3%	5 6.8%	3 6.5%	3 7.5%
Mean	4.11	4.13	4.70	4.42	4.30	3.96	4.28	3.30	4.39	4.74	3.88	4.48	4.65

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



**Topic 8: Marketing Organization**

**Rate the extent to which your firm engages in: Shapes the design of firm strategies**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not at all	6 3.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	2 7.1%	1 20.0%
2=	13 7.9%	1 8.3%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	5 26.3%	2 8.7%	0 0.0%	1 4.0%	3 23.1%	0 0.0%	0 0.0%
3=	21 12.8%	3 25.0%	1 8.3%	0 0.0%	1 20.0%	1 33.3%	0 0.0%	1 5.3%	3 13.0%	0 0.0%	3 12.0%	4 30.8%	2 7.1%	1 20.0%
4=	31 18.9%	0 0.0%	4 33.3%	0 0.0%	1 20.0%	2 66.7%	1 50.0%	1 5.3%	7 30.4%	1 50.0%	4 16.0%	2 15.4%	7 25.0%	0 0.0%
5=	38 23.2%	4 33.3%	3 25.0%	6 50.0%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	4 17.4%	0 0.0%	9 36.0%	1 7.7%	6 21.4%	2 40.0%
6=	38 23.2%	4 33.3%	2 16.7%	4 33.3%	1 20.0%	0 0.0%	0 0.0%	7 36.8%	4 17.4%	1 50.0%	5 20.0%	3 23.1%	6 21.4%	1 20.0%
7=All the time	17 10.4%	0 0.0%	2 16.7%	1 8.3%	1 20.0%	0 0.0%	1 50.0%	2 10.5%	3 13.0%	0 0.0%	2 8.0%	0 0.0%	5 17.9%	0 0.0%
Mean	4.61	4.58	5.00	5.25	4.20	3.67	5.50	4.42	4.61	5.00	4.68	3.77	4.89	4.00

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in: Shapes the design of firm strategies

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	0 0.0% cd	2 3.8%	2 7.4% a	2 7.4% a	3 7.0%	0 0.0%	1 3.8%	1 10.0%	1 2.6%	0 0.0%	5 6.8%	0 0.0%
2=	7 12.5%	4 7.5%	0 0.0%	2 7.4%	3 7.0%	4 14.8%	2 7.7%	0 0.0%	3 7.9%	1 5.3%	5 6.8%	7 15.2% c	1 2.4% b
3=	8 14.3%	6 11.3%	1 3.7% d	6 22.2% c	5 11.6% d	2 7.4% d	6 23.1% f	4 40.0% abeF	4 10.5% d	0 0.0% cD	12 16.4%	3 6.5%	6 14.6%
4=	14 25.0%	9 17.0%	3 11.1%	5 18.5%	5 11.6%	7 25.9%	4 15.4%	2 20.0%	9 23.7%	3 15.8%	12 16.4%	11 23.9%	7 17.1%
5=	7 12.5% bc	15 28.3% a	10 37.0% a	5 18.5%	10 23.3%	6 22.2%	7 26.9%	2 20.0%	8 21.1%	5 26.3%	16 21.9%	10 21.7%	12 29.3%
6=	13 23.2%	11 20.8%	10 37.0%	4 14.8%	11 25.6%	6 22.2%	4 15.4%	1 10.0%	9 23.7%	7 36.8%	19 26.0%	11 23.9%	6 14.6%
7=All the time	7 12.5%	6 11.3%	1 3.7%	3 11.1%	6 14.0%	2 7.4%	2 7.7%	0 0.0%	4 10.5%	3 15.8%	4 5.5% c	4 8.7%	8 19.5% a
Mean	4.57	4.66	4.96	4.22	4.70	4.52 f	4.31 f	3.70 F	4.66	5.37 bcD	4.40	4.59	4.90

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in: Influences the implementation of firm strategies

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not at all	6 3.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 5.3%	1 4.3%	0 0.0%	1 4.0%	0 0.0%	2 7.1%	0 0.0%
2=	7 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% L	0 0.0%	2 10.5%	2 8.7%	0 0.0%	1 4.0%	1 7.7%	0 0.0% E	0 0.0%
3=	19 11.6%	2 16.7%	1 8.3%	1 8.3%	1 20.0%	1 33.3%	0 0.0%	2 10.5%	2 8.7%	0 0.0%	2 8.0%	4 30.8% 1	1 3.6% km	2 40.0% 1
4=	29 17.7%	1 8.3%	3 25.0%	1 8.3%	1 20.0%	1 33.3%	0 0.0%	1 5.3%	6 26.1%	1 50.0%	4 16.0%	4 30.8%	5 17.9%	0 0.0%
5=	43 26.2%	4 33.3%	4 33.3%	4 33.3%	0 0.0%	0 0.0%	1 50.0%	5 26.3%	5 21.7%	0 0.0%	6 24.0%	2 15.4%	9 32.1%	1 20.0%
6=	43 26.2%	5 41.7%	2 16.7%	5 41.7%	1 20.0%	0 0.0%	1 50.0%	6 31.6%	4 17.4%	1 50.0%	8 32.0%	2 15.4%	6 21.4%	2 40.0%
7=All the time	17 10.4%	0 0.0%	2 16.7%	1 8.3%	1 20.0%	0 0.0%	0 0.0%	2 10.5%	3 13.0%	0 0.0%	3 12.0%	0 0.0%	5 17.9%	0 0.0%
Mean	4.79	5.00 ek	5.08 ek	5.33 EK	4.20	3.00 abCjl	5.50	4.74	4.57	5.00	4.96 e	4.00 abCl	5.04 ek	4.60

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in: Influences the implementation of firm strategies

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	1 1.8%	2 3.8%	1 3.7%	2 7.4%	4 9.3%	0 0.0%	0 0.0%	1 10.0%	1 2.6%	0 0.0%	5 6.8%	0 0.0%
2=	3 5.4%	1 1.9%	0 0.0%	3 11.1%	1 2.3%	1 3.7%	3 11.5%	0 0.0%	1 2.6%	1 5.3%	2 2.7%	3 6.5%	2 4.9%
3=	8 14.3%	8 15.1%	1 3.7%	2 7.4%	5 11.6%	3 11.1%	4 15.4%	1 10.0%	6 15.8%	0 0.0%	12 16.4%	3 6.5%	3 7.3%
4=	11 19.6%	10 18.9%	5 18.5%	3 11.1%	4 9.3%	9 33.3% b	5 19.2%	2 20.0%	5 13.2%	3 15.8%	15 20.5%	11 23.9% c	3 7.3% b
5=	14 25.0%	12 22.6%	8 29.6%	8 29.6%	7 16.3%	8 29.6%	7 26.9%	4 40.0%	11 28.9%	6 31.6%	14 19.2% c	12 26.1%	16 39.0% a
6=	11 19.6%	16 30.2%	10 37.0%	6 22.2%	15 34.9%	4 14.8%	5 19.2%	2 20.0%	10 26.3%	7 36.8%	20 27.4%	12 26.1%	10 24.4%
7=All the time	8 14.3%	4 7.5%	2 7.4%	3 11.1%	7 16.3%	2 7.4%	2 7.7%	0 0.0%	4 10.5%	2 10.5%	5 6.8%	5 10.9%	6 14.6%
Mean	4.77	4.75	5.11	4.56	4.91	4.63	4.50	4.40	4.84	5.26	4.52	4.91	5.07

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

**Topic 8: Marketing Organization**

**Rate the extent to which your firm engages in: Impacts the evaluation of firm strategies**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not at all	8 4.9%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 5.6%	2 8.7%	0 0.0%	1 4.0%	0 0.0%	2 7.4%	1 20.0%
2=	6 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3% JL	0 0.0%	1 5.6%	2 8.7%	0 0.0%	0 0.0% E	2 15.4% l	0 0.0% Ek	0 0.0%
3=	14 8.6%	1 8.3%	1 8.3%	1 8.3%	1 20.0% h	1 33.3% H	0 0.0%	1 5.6%	0 0.0% dEkm	0 0.0%	2 8.0%	3 23.1% h	2 7.4%	1 20.0% h
4=	36 22.2%	3 25.0%	4 33.3%	1 8.3%	2 40.0%	1 33.3%	0 0.0%	2 11.1%	8 34.8%	1 50.0%	7 28.0%	2 15.4%	4 14.8%	0 0.0%
5=	43 26.5%	5 41.7%	2 16.7%	6 50.0%	0 0.0%	0 0.0%	0 0.0%	6 33.3%	4 17.4%	0 0.0%	6 24.0%	4 30.8%	8 29.6%	1 20.0%
6=	37 22.8%	3 25.0%	3 25.0%	3 25.0%	0 0.0% f	0 0.0%	2 100.0% dghijkl	4 22.2% f	4 17.4% f	1 50.0%	6 24.0% f	2 15.4% f	6 22.2% f	2 40.0%
7=All the time	18 11.1%	0 0.0%	2 16.7%	1 8.3%	1 20.0%	0 0.0%	0 0.0%	3 16.7%	3 13.0%	0 0.0%	3 12.0%	0 0.0%	5 18.5%	0 0.0%
Mean	4.75	4.83 e	5.08 e	5.17 Ek	3.80	3.00 abCjl	6.00	4.94	4.48	5.00	4.88 e	4.08 c	5.00 e	4.20

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

## Topic 8: Marketing Organization

### Rate the extent to which your firm engages in: Impacts the evaluation of firm strategies

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not at all	2 3.7%	2 3.8%	2 7.4%	2 7.4%	4 9.3%	0 0.0%	1 3.8%	1 10.0%	1 2.6%	1 5.6%	7 9.7% b	0 0.0% a
2=	4 7.4% b	0 0.0% ad	0 0.0%	2 7.4% b	0 0.0%	1 3.8%	2 7.7%	0 0.0%	3 7.9%	0 0.0%	2 2.8%	2 4.3%	2 5.0%
3=	4 7.4%	7 13.2%	0 0.0%	3 11.1%	3 7.0% d	3 11.5%	3 11.5%	3 30.0% aef	2 5.3% d	0 0.0% d	9 12.5%	2 4.3%	2 5.0%
4=	11 20.4%	15 28.3%	5 18.5%	5 18.5%	6 14.0%	7 26.9%	8 30.8%	2 20.0%	11 28.9%	2 11.1%	15 20.8%	16 34.8% c	5 12.5% b
5=	13 24.1%	10 18.9%	10 37.0%	10 37.0%	11 25.6%	8 30.8%	7 26.9%	3 30.0%	7 18.4%	6 33.3%	16 22.2%	12 26.1%	14 35.0%
6=	12 22.2%	14 26.4% d	8 29.6% d	2 7.4% bc	12 27.9%	5 19.2%	3 11.5% f	1 10.0%	9 23.7%	7 38.9% c	17 23.6%	9 19.6%	10 25.0%
7=All the time	8 14.8%	5 9.4%	2 7.4%	3 11.1%	7 16.3%	2 7.7%	2 7.7%	0 0.0%	5 13.2%	2 11.1%	6 8.3%	5 10.9%	6 15.0%
Mean	4.80	4.75	4.96	4.37	4.95	4.73	4.35 f	3.90 f	4.76	5.28 cd	4.47	4.85	5.08

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

**Topic 8: Marketing Organization**

**What percent of your company's marketing strategy will be substantially different in five years?**

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufac.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
What percent of your company's marketing strategy will be substantially different in five years?	148 36.45 25.18	11 35.91 28.62	11 34.09 13.00	11 35.00 16.58	5 37.00 35.81	2 15.00 7.07	1 60.00 ---	17 47.35 32.41	23 24.35 15.69	2 10.00 7.07	22 35.23 27.58	12 46.25 23.94	26 40.58 27.58	3 45.00 27.84
			i					H	GKl	b		H	h	

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

## Topic 8: Marketing Organization

### What percent of your company's marketing strategy will be substantially different in five years?

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
What percent of your company's marketing strategy will be substantially different in five years?	51	49	25	22	36	26	26	8	35	16	66	47	32
	34.22	37.04	38.40	38.41	39.31	35.58	38.65	49.38	30.29	32.50	36.97	35.96	36.09
	25.09	24.51	21.00	32.23	30.73	21.60	28.27	30.52	18.23	19.75	28.99	21.71	22.74
								e	d				

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	Education	Energy	Healthcare	Manufact.	Mining Construct-ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor-tation	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Brand	148 91.4%	11 91.7%	10 83.3%	12 100.0% em	6 100.0%	1 50.0% cGjk	1 100.0%	18 100.0%	20 87.0%	2 100.0%	22 95.7% em	14 100.0% em	25 86.2%	3 60.0% cgjk	
Social media	134 82.7%	9 75.0%	12 100.0% hiM	11 91.7% m	6 100.0%	2 100.0%	1 100.0%	15 83.3%	16 69.6% b	1 50.0% b	21 91.3% m	11 78.6%	24 82.8% m	2 40.0% Bcjl	
Digital marketing	134 82.7%	8 66.7% cg	11 91.7% i	12 100.0% aIm	5 83.3%	2 100.0%	1 100.0%	18 100.0% ahIlm	17 73.9% gi	0 0.0% bCGhjKL	19 82.6% i	13 92.9% I	23 79.3% gi	3 60.0% cg	
Advertising	129 79.6%	9 75.0%	10 83.3% i	11 91.7% i	5 83.3%	2 100.0%	1 100.0%	15 83.3% i	16 69.6%	0 0.0% bcgjKL	19 82.6% i	13 92.9% I	22 75.9% i	3 60.0%	
Positioning	116 71.6%	8 66.7% i	10 83.3% i	11 91.7% i	5 83.3%	2 100.0%	1 100.0%	15 83.3% i	14 60.9%	0 0.0% bcgl	16 69.6%	8 57.1%	21 72.4% i	3 60.0%	
Promotion	116 71.6%	8 66.7%	7 58.3%	10 83.3% i	6 100.0% i	1 50.0%	1 100.0%	14 77.8% i	17 73.9% i	0 0.0% cdghkl	14 60.9%	11 78.6% i	21 72.4% i	3 60.0%	
Public relations	112 69.1%	8 66.7%	7 58.3%	9 75.0%	5 83.3%	2 100.0%	1 100.0%	12 66.7%	15 65.2%	1 50.0%	17 73.9%	6 42.9% l	23 79.3% k	3 60.0%	
Marketing analytics	111 68.5%	8 66.7%	7 58.3%	9 75.0%	5 83.3%	2 100.0%	1 100.0%	11 61.1%	14 60.9%	1 50.0%	18 78.3% m	10 71.4%	21 72.4% m	1 20.0% jl	
Marketing research	109 67.3%	9 75.0%	6 50.0%	9 75.0%	5 83.3%	1 50.0%	1 100.0%	12 66.7%	17 73.9% m	1 50.0%	15 65.2%	9 64.3%	20 69.0% m	1 20.0% hl	

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	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Lead generation	100 61.7%	8 66.7%	5 41.7% jl	5 41.7% jl	5 83.3%	2 100.0%	1 100.0%	10 55.6%	12 52.2% jl	0 0.0% jl	19 82.6% bchiK	5 35.7% JL	23 79.3% bchiK	2 40.0%	
Insight	95 58.6%	6 50.0%	6 50.0%	7 58.3%	5 83.3%	1 50.0%	1 100.0%	11 61.1%	14 60.9%	2 100.0%	13 56.5%	8 57.1%	17 58.6%	1 20.0%	
Competitive intelligence	95 58.6%	5 41.7%	6 50.0%	9 75.0%	4 66.7%	2 100.0%	1 100.0%	12 66.7%	12 52.2%	1 50.0%	14 60.9%	7 50.0%	17 58.6%	2 40.0%	
Customer experience	74 45.7%	4 33.3%	5 41.7%	5 41.7%	5 83.3% l	1 50.0%	1 100.0%	9 50.0%	12 52.2%	1 50.0%	12 52.2%	6 42.9%	10 34.5% d	1 20.0%	
Customer relationship management	68 42.0%	6 50.0%	3 25.0%	3 25.0%	4 66.7%	1 50.0%	0 0.0%	8 44.4%	10 43.5%	1 50.0%	10 43.5%	6 42.9%	10 34.5%	3 60.0%	
Revenue growth	65 40.1%	1 8.3% CDgl	4 33.3%	8 66.7% Ah	5 83.3% Ah	1 50.0%	0 0.0%	8 44.4% a	7 30.4% cd	0 0.0%	9 39.1%	5 35.7%	14 48.3% a	1 20.0%	
Market entry strategies	63 38.9%	4 33.3%	4 33.3%	4 33.3%	2 33.3%	1 50.0%	1 100.0%	12 66.7% jK	9 39.1%	1 50.0%	8 34.8% g	2 14.3% G	11 37.9%	1 20.0%	
New products	55 34.0%	0 0.0% bCDeFGH ik	4 33.3% al	9 75.0% AJL	4 66.7% AjL	1 50.0% a	1 100.0% AL	9 50.0% AL	11 47.8% AL	1 50.0% a	5 21.7% Cd	5 35.7% al	2 6.9% bCDFGHk	1 20.0%	
Pricing	50 30.9%	0 0.0% CDegil	2 16.7% cd	8 66.7% AbhJlm	4 66.7% Abjm	1 50.0% a	0 0.0%	8 44.4% a	6 26.1% c	1 50.0% a	4 17.4% Cd	4 28.6%	9 31.0% ac	0 0.0% cd	

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	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
Innovation	49 30.2%	0 0.0%	4 33.3%	8 66.7%	3 50.0%	1 50.0%	0 0.0%	8 44.4%	6 26.1%	1 50.0%	5 21.7%	6 42.9%	5 17.2%	0 0.0%
		bCdegik	a	AhjLm	a	a		al	c	a	c	a	Cg	c
Sales	42 25.9%	2 16.7%	4 33.3%	3 25.0%	4 66.7%	0 0.0%	0 0.0%	4 22.2%	5 21.7%	1 50.0%	11 47.8%	3 21.4%	3 10.3%	1 20.0%
		d			ahL				d		L		DJ	
e-commerce	41 25.3%	1 8.3%	3 25.0%	7 58.3%	1 16.7%	1 50.0%	0 0.0%	3 16.7%	8 34.8%	0 0.0%	3 13.0%	9 64.3%	2 6.9%	1 20.0%
		cK		agJL				cK	1		CK	AGJL	ChK	
Market selection	41 25.3%	1 8.3%	1 8.3%	5 41.7%	1 16.7%	0 0.0%	0 0.0%	8 44.4%	7 30.4%	0 0.0%	5 21.7%	3 21.4%	8 27.6%	0 0.0%
		g	g					ab						
Customer service	28 17.3%	2 16.7%	1 8.3%	2 16.7%	1 16.7%	1 50.0%	0 0.0%	5 27.8%	4 17.4%	1 50.0%	4 17.4%	2 14.3%	2 6.9%	2 40.0%
													m	l
Distribution	14 8.6%	3 25.0%	1 8.3%	1 8.3%	0 0.0%	1 50.0%	0 0.0%	1 5.6%	2 8.7%	0 0.0%	3 13.0%	0 0.0%	2 6.9%	0 0.0%
						k						e		
Stock market performance	4 2.5%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.9%	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 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
Brand	148 91.4%	53 93.0%	46 88.5%	23 92.0%	24 92.3%	35 87.5%	25 92.6%	24 88.9%	10 100.0%	38 95.0%	15 88.2%	62 87.3% b	46 97.9% a	36 90.0%
Social media	134 82.7%	42 73.7%	46 88.5%	22 88.0%	22 84.6%	30 75.0%	24 88.9%	24 88.9%	9 90.0%	33 82.5%	13 76.5%	56 78.9%	39 83.0%	35 87.5%
Digital marketing	134 82.7%	46 80.7%	43 82.7%	24 96.0%	20 76.9%	31 77.5% b	27 100.0% acdef	21 77.8% b	8 80.0% b	33 82.5% b	13 76.5% b	56 78.9%	39 83.0%	35 87.5%
Advertising	129 79.6%	44 77.2%	42 80.8%	20 80.0%	21 80.8%	31 77.5%	23 85.2%	22 81.5%	9 90.0%	30 75.0%	13 76.5%	52 73.2%	40 85.1%	34 85.0%
Positioning	116 71.6%	35 61.4% c	39 75.0%	22 88.0% a	19 73.1%	29 72.5%	23 85.2%	18 66.7%	7 70.0%	26 65.0%	13 76.5%	49 69.0%	31 66.0%	33 82.5%
Promotion	116 71.6%	41 71.9%	33 63.5% c	22 88.0% b	18 69.2%	25 62.5%	21 77.8%	19 70.4%	9 90.0%	27 67.5%	14 82.4%	44 62.0% c	36 76.6%	33 82.5% a
Public relations	112 69.1%	37 64.9%	39 75.0%	16 64.0%	18 69.2%	23 57.5% c	21 77.8%	22 81.5% af	8 80.0%	28 70.0%	9 52.9% c	53 74.6%	32 68.1%	25 62.5%
Marketing analytics	111 68.5%	38 66.7%	38 73.1%	16 64.0%	17 65.4%	27 67.5%	22 81.5% f	17 63.0%	6 60.0%	29 72.5%	9 52.9% b	44 62.0%	33 70.2%	30 75.0%
Marketing research	109 67.3%	40 70.2%	38 73.1%	15 60.0%	14 53.8%	25 62.5%	21 77.8%	16 59.3%	7 70.0%	27 67.5%	12 70.6%	47 66.2%	31 66.0%	28 70.0%
Lead generation	100 61.7%	37 64.9% C	39 75.0% C	7 28.0% ABd	15 57.7% c	31 77.5% Ce	17 63.0%	12 44.4% A	7 70.0%	22 55.0% a	11 64.7%	43 60.6%	30 63.8%	25 62.5%

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 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
Insight	95 58.6%	32 56.1%	28 53.8%	14 56.0%	19 73.1%	23 57.5%	15 55.6%	16 59.3%	6 60.0%	22 55.0%	13 76.5%	34 47.9% c	31 66.0%	27 67.5% a
Competitive intelligence	95 58.6%	36 63.2%	32 61.5%	14 56.0%	11 42.3%	24 60.0%	20 74.1% d	14 51.9%	3 30.0%	22 55.0%	12 70.6%	36 50.7%	31 66.0%	26 65.0%
Customer experience	74 45.7%	22 38.6%	25 48.1%	10 40.0%	16 61.5%	19 47.5%	8 29.6%	13 48.1%	4 40.0%	21 52.5%	9 52.9%	26 36.6% C	20 42.6% c	26 65.0% Ab
Customer relationship management	68 42.0%	19 33.3% d	22 42.3%	10 40.0%	15 57.7% a	18 45.0%	8 29.6% d	9 33.3%	7 70.0%	15 37.5%	10 58.8%	31 43.7%	13 27.7% C	23 57.5% B
Revenue Growth	65 40.1%	20 35.1%	17 32.7%	13 52.0%	13 50.0%	13 32.5%	13 48.1%	12 44.4%	3 30.0%	14 35.0%	10 58.8%	21 29.6% C	21 44.7%	22 55.0% A
Market entry strategies	63 38.9%	22 38.6%	20 38.5%	10 40.0%	9 34.6%	13 32.5%	12 44.4%	11 40.7%	5 50.0%	14 35.0%	8 47.1%	24 33.8%	21 44.7%	15 37.5%
New products	55 34.0%	23 40.4% B	9 17.3% AC	13 52.0% B	9 34.6%	12 30.0%	9 33.3%	11 40.7%	2 20.0%	12 30.0%	9 52.9%	18 25.4%	20 42.6%	17 42.5%
Pricing	50 30.9%	17 29.8%	13 25.0% c	12 48.0% b	6 23.1%	14 35.0%	10 37.0%	8 29.6%	1 10.0%	9 22.5%	8 47.1%	17 23.9% c	15 31.9%	17 42.5% a

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 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
Innovation	49 30.2%	17 29.8% c	10 19.2% C	14 56.0% aBd	6 23.1% c	9 22.5%	10 37.0%	7 25.9%	4 40.0%	12 30.0%	7 41.2%	16 22.5% b	19 40.4% a	12 30.0%
Sales	42 25.9%	11 19.3%	16 30.8%	5 20.0%	9 34.6%	16 40.0%	5 18.5%	6 22.2%	3 30.0%	8 20.0%	4 23.5%	19 26.8%	12 25.5%	11 27.5%
e-commerce	41 25.3%	13 22.8% c	7 13.5% C	13 52.0% aB	7 26.9%	7 17.5%	10 37.0%	4 14.8%	2 20.0%	12 30.0%	6 35.3%	9 12.7% bC	15 31.9% a	16 40.0% A
Market selection	41 25.3%	17 29.8%	11 21.2%	8 32.0%	4 15.4%	11 27.5%	7 25.9%	8 29.6%	4 40.0% e	5 12.5% d	6 35.3%	13 18.3%	15 31.9%	11 27.5%
Customer service	28 17.3%	7 12.3%	9 17.3%	6 24.0%	5 19.2%	10 25.0%	4 14.8%	3 11.1%	1 10.0%	6 15.0%	4 23.5%	11 15.5%	5 10.6% c	11 27.5% b
Distribution	14 8.6%	5 8.8%	5 9.6%	0 0.0% d	4 15.4% c	1 2.5% c	4 14.8%	5 18.5% ae	1 10.0%	1 2.5% c	2 11.8%	7 9.9%	3 6.4%	4 10.0%
Stock market performance	4 2.5%	0 0.0% d	1 1.9%	1 4.0%	2 7.7% a	0 0.0% f	0 0.0%	1 3.7%	0 0.0%	1 2.5%	2 11.8% a	0 0.0% c	1 2.1%	3 7.5% a

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
How many direct reports do you have?	151 6.19 6.10	12 4.75 3.11 d	11 4.73 2.94 d	11 7.14 7.25	6 12.85 11.55 abhJ	1 10.00 ---	1 6.00 ---	16 6.56 6.76	23 6.09 5.58 d	2 9.50 4.95 j	22 3.95 3.18 Dik	12 7.92 6.84 j	28 6.29 7.31	4 2.75 2.50
How many indirect reports (dotted-line) reports do you have?	141 35.38 77.65	12 14.08 20.52 d	10 33.40 39.01 j	10 41.70 78.98	6 108.67 135.39 aJ	1 12.00 ---	1 5.00 ---	16 32.75 74.83	22 39.14 87.51	2 4.00 5.66	22 12.00 16.52 bDk	11 84.92 136.98 j	22 30.01 84.09	4 34.00 51.35

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?	52 6.99 6.25 b	49 4.53 3.16 ad	25 6.30 7.27	24 7.69 8.41 b	36 3.56 3.41 CEf	25 5.84 5.77	27 7.95 8.65 A	9 4.78 3.77	38 7.65 5.54 A	15 6.90 7.25 a	69 4.79 4.46 B	47 7.83 7.34 A	32 6.08 5.72
How many indirect reports (dotted-line) reports do you have?	45 25.29 66.16	47 24.22 59.15	24 55.76 103.95	24 57.04 95.43	33 3.27 4.19 bCDEF	23 8.09 10.07 aEf	27 34.67 64.24 A	9 18.78 29.35 A	34 68.95 107.13 AB	14 61.29 97.41 Ab	65 21.59 58.37 b	45 54.54 103.22 a	30 33.70 64.63

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. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
In your current role?	152	12	11	11	6	1	1	16	23	2	23	12	28	4
	6.67	8.67	6.73	6.55	8.58	14.00	10.00	4.72	7.76	14.00	6.63	8.54	3.80	9.63
	5.76	6.06	5.63	4.41	7.16	---	---	5.05	6.14	4.24	6.03	6.78	4.09	7.76
		L		i	1			i	L	cgL		L	AdHIK	m
In any role?	146	12	11	10	5	1	1	15	23	2	22	12	26	4
	11.65	11.42	13.82	11.10	9.00	27.00	15.00	7.67	15.26	20.50	10.18	15.08	8.00	22.00
	8.90	6.65	10.22	6.30	8.51	---	---	7.93	8.25	0.71	8.41	10.61	8.59	8.64
		m		m				HikM	GjL	g	hm	gl	HkM	acGjL

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?	52 7.14 6.06	50 6.72 6.06	25 5.64 4.43	24 6.73 5.98	36 7.18 6.48	25 6.26 5.60	27 8.35 5.79	10 7.25 7.07	38 5.97 4.74	15 3.83 4.73	70 6.70 6.10	47 7.32 5.55
In any role?	50 11.98 9.65	48 10.99 7.75	24 12.98 8.33	23 11.26 10.39	32 8.83 8.71	25 7.86 7.56	26 14.38 8.23	10 11.80 9.45	37 13.70 8.89	15 13.00 9.15	68 11.01 8.58	47 12.83 8.34	29 10.26 9.99

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

**Topic 9: Marketing Leadership**

**How has marketing's role within your organization changed in the last five years? (-7=significantly narrowed to +7=significantly broadened)**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Total	159 100.0%	12 7.5%	12 7.5%	12 7.5%	6 3.8%	2 1.3%	2 1.3%	18 11.3%	23 14.5%	2 1.3%	24 15.1%	14 8.8%	27 17.0%	5 3.1%
Mean	2.73	3.25	2.75	3.33	4.00	5.00	5.50	3.11	2.13	2.50	2.21	1.71	2.74	3.20

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

## Topic 9: Marketing Leadership

### How has marketing's role within your organization changed in the last five years? (-7=significantly narrowed to +7=significantly broadened)

	Total	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	160 100.0%	55 34.4%	54 33.8%	25 15.6%	26 16.3%	41 25.5%	27 16.8%	27 16.8%	10 6.2%	39 24.2%	17 10.6%	72 45.6%	47 29.7%	39 24.7%
Mean	2.73	2.24	2.94	2.72	3.38	1.90 e	2.78	2.93	3.40	3.26 a	2.71	2.43	2.98	2.92

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

**Topic 9: Marketing Leadership**

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Yes	160 59.9%	13 59.1%	12 66.7% d	11 64.7% d	3 25.0% bcfKL	4 50.0%	5 100.0% dghi	13 50.0%	17 48.6% fl	2 33.3% fkl	22 53.7% fl	16 76.2% 1 Dh	34 75.6% Dghij	4 57.1%
No	107 40.1%	9 40.9%	6 33.3% d	6 35.3% d	9 75.0% bcfKL	4 50.0%	0 0.0% dghi	13 50.0% fl	18 51.4% fkl	4 66.7% fl	19 46.3% 1	5 23.8% Dh	11 24.4% Dghij	3 42.9%

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

## Topic 9: Marketing Leadership

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Yes	49 55.7% c	49 59.0% c	36 78.3% abD	23 48.9% C	38 50.0% f	22 62.9%	28 56.0%	12 63.2%	35 64.8%	24 75.0% a	66 54.5%	43 59.7%	46 66.7%
No	39 44.3% c	34 41.0% c	10 21.7% abD	24 51.1% C	38 50.0% f	13 37.1%	22 44.0%	7 36.8%	19 35.2%	8 25.0% a	55 45.5%	29 40.3%	23 33.3%

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

**Topic 9: Marketing Leadership**

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
+1=Increasing pressure	82 51.6%	9 69.2% eg	6 50.0%	6 54.5%	1 33.3%	0 0.0% aklm	3 60.0%	3 23.1% aklm	8 50.0%	1 50.0%	11 50.0%	10 62.5% eg	20 58.8% eg	4 100.0% eg
0=About the same amount of pressure	72 45.3%	3 23.1% eg	5 41.7%	5 45.5%	2 66.7%	4 100.0% afklm	1 20.0%	9 69.2% am	7 43.8%	1 50.0%	11 50.0%	6 37.5% e	14 41.2% e	0 0.0% eg
-1=Decreasing pressure	5 3.1%	1 7.7%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 20.0% jl	1 7.7%	1 6.3%	0 0.0%	0 0.0% f	0 0.0%	0 0.0% f	0 0.0%
Mean	0.48	0.62	0.42	0.55	0.33	0.00	0.40	0.15 kl	0.44	0.50	0.50	0.63 g	0.59 g	1.00

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

## Topic 9: Marketing Leadership

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increasing pressure	24 49.0%	31 63.3% d	18 51.4%	8 34.8% b	16 42.1% d	11 50.0%	15 55.6%	10 83.3% ae	16 45.7% d	13 54.2%	32 48.5%	21 48.8%	25 55.6%
0=About the same amount of pressure	23 46.9%	18 36.7%	15 42.9%	14 60.9%	21 55.3% d	10 45.5%	12 44.4%	2 16.7% ae	18 51.4% d	9 37.5%	32 48.5%	20 46.5%	19 42.2%
-1=Decreasing pressure	2 4.1%	0 0.0%	2 5.7%	1 4.3%	1 2.6%	1 4.5%	0 0.0%	0 0.0%	1 2.9%	2 8.3%	2 3.0%	2 4.7%	1 2.2%
Mean	0.45	0.63 d	0.46	0.30 b	0.39 d	0.45	0.56	0.83 ae	0.43 d	0.46	0.45	0.44	0.53

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



## Topic 9: Marketing Leadership

### Has your company's use of online customer data increased, decreased, or stayed the same over the last two years?

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M	
+1=Increasing	99 62.7%	3 27.3% cgJ	6 50.0%	9 81.8% ai	4 66.7%	2 100.0%	2 100.0%	12 66.7% a	12 52.2%	0 0.0% cj	18 78.3% Ai	9 64.3%	17 63.0%	3 75.0%	
0=About the same	56 35.4%	8 72.7% cgJl	5 41.7%	2 18.2% ai	2 33.3%	0 0.0%	0 0.0%	6 33.3% a	11 47.8%	2 100.0% cj	5 21.7% Ai	5 35.7%	8 29.6% a	1 25.0%	
-1=Decreasing	3 1.9%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	0 0.0%
Mean	0.61	0.27 CgJ	0.42	0.82 A	0.67	1.00	1.00	0.67 a	0.52	0.00	0.78 A	0.64	0.56	0.75	

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

## Topic 9: Marketing Leadership

### Has your company's use of online customer data increased, decreased, or stayed the same over the last two years?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increasing	38 69.1%	28 54.9%	15 60.0%	17 68.0%	22 53.7%	14 56.0%	18 69.2%	6 60.0%	26 68.4%	13 76.5%	40 54.8% C	27 58.7% c	29 80.6% Ab
0=About the same	17 30.9%	22 43.1%	8 32.0%	8 32.0%	16 39.0%	11 44.0%	8 30.8%	4 40.0%	12 31.6%	4 23.5%	30 41.1% c	19 41.3% c	7 19.4% ab
-1=Decreasing	0 0.0% c	1 2.0%	2 8.0% a	0 0.0%	3 7.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 4.1%	0 0.0%	0 0.0%
Mean	0.69	0.53	0.52	0.68	0.46	0.56	0.69	0.60	0.68	0.76	0.51 C	0.59 c	0.81 Ab

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

## Topic 9: Marketing Leadership

### Do you expect your company's use of online customer data to increase, decrease, or stay the same over the next two years?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
+1=Increasing	112 70.0%	7 58.3%	7 58.3%	10 83.3% i	4 66.7%	2 100.0%	2 100.0%	13 72.2%	14 63.6%	0 0.0% cjl	19 79.2% i	9 64.3%	20 74.1% i	4 100.0%
0=About the same	44 27.5%	5 41.7%	4 33.3%	2 16.7% i	2 33.3%	0 0.0%	0 0.0%	5 27.8%	7 31.8%	2 100.0% cjl	5 20.8% i	5 35.7%	5 18.5% i	0 0.0%
-1=Decreasing	4 2.5%	0 0.0%	1 8.3%	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%	2 7.4%	0 0.0%
Mean	0.68	0.58	0.50	0.83	0.67	1.00	1.00	0.72	0.59	0.00	0.79	0.64	0.67	1.00

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

## Topic 9: Marketing Leadership

### Do you expect your company's use of online customer data to increase, decrease, or stay the same over the next two years?

	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=Increasing	38 71.7%	36 67.9%	19 73.1%	18 69.2%	22 52.4% bf	21 80.8% a	20 74.1%	8 80.0%	28 73.7%	13 81.3% a	48 65.8%	31 67.4%
0=About the same	14 26.4%	16 30.2%	5 19.2%	8 30.8%	17 40.5%	5 19.2%	7 25.9%	2 20.0%	9 23.7%	3 18.8%	21 28.8%	15 32.6%	8 21.1%
-1=Decreasing	1 1.9%	1 1.9%	2 7.7%	0 0.0%	3 7.1%	0 0.0%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	4 5.5%	0 0.0%	0 0.0%
Mean	0.70	0.66	0.65	0.69	0.45 bcf	0.81 a	0.74 a	0.80	0.71	0.81 a	0.60	0.67	0.79

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

**Topic 9: Marketing Leadership**

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1 Not At All Worried	25 15.6%	3 25.0%	2 16.7%	2 16.7%	2 33.3%	0 0.0%	0 0.0%	2 11.1%	3 13.0%	1 50.0%	3 13.0%	3 21.4%	4 14.8%	0 0.0%
2	34 21.3%	5 41.7%	3 25.0%	2 16.7%	1 16.7%	2 100.0%	0 0.0%	6 33.3%	3 13.0%	0 0.0%	4 17.4%	2 14.3%	4 14.8%	1 25.0%
3	25 15.6%	2 16.7%	2 16.7%	4 33.3%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	7 30.4%	1 50.0%	3 13.0%	2 14.3%	2 7.4%	0 0.0%
4	23 14.4%	0 0.0%	0 0.0%	1 8.3%	1 16.7%	0 0.0%	0 0.0%	3 16.7%	3 13.0%	0 0.0%	6 26.1%	2 14.3%	6 22.2%	1 25.0%
5	20 12.5%	0 0.0%	4 33.3%	1 8.3%	1 16.7%	0 0.0%	0 0.0%	1 5.6%	3 13.0%	0 0.0%	3 13.0%	2 14.3%	4 14.8%	0 0.0%
6	17 10.6%	0 0.0%	1 8.3%	2 16.7%	1 16.7%	0 0.0%	2 100.0%	3 16.7%	0 0.0%	0 0.0%	3 13.0%	1 7.1%	3 11.1%	1 25.0%
7 Very Worried	16 10.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	4 17.4%	0 0.0%	1 4.3%	2 14.3%	4 14.8%	1 25.0%
Mean	3.59	2.75	3.33	3.25	3.17	2.00	6.00	3.67	3.70	2.00	3.65	3.64	4.00	4.75

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

## Topic 9: Marketing Leadership

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1 Not At All Worried	10 18.2%	7 13.7%	4 15.4%	4 15.4%	7 17.1%	4 15.4%	6 22.2%	1 10.0%	4 10.5%	2 11.8%	13 18.3%	5 10.6%
2	11 20.0%	11 21.6%	2 7.7% d	9 34.6% c	8 19.5%	7 26.9% f	7 25.9% f	3 30.0% f	9 23.7% f	0 0.0% bcde	17 23.9%	9 19.1%	8 20.5%
3	10 18.2%	6 11.8%	6 23.1%	2 7.7%	6 14.6%	6 23.1%	5 18.5%	0 0.0%	5 13.2%	3 17.6%	10 14.1%	10 21.3%	5 12.8%
4	9 16.4%	8 15.7%	3 11.5%	3 11.5%	7 17.1%	5 19.2%	3 11.1%	1 10.0%	5 13.2%	2 11.8%	11 15.5%	7 14.9%	5 12.8%
5	5 9.1%	9 17.6%	2 7.7%	4 15.4%	9 22.0% bc	1 3.8% a	0 0.0% aef	1 10.0%	6 15.8% c	3 17.6% c	7 9.9%	5 10.6%	6 15.4%
6	4 7.3%	6 11.8%	4 15.4%	3 11.5%	1 2.4% eF	2 7.7%	2 7.4%	1 10.0%	6 15.8% a	5 29.4% A	4 5.6% c	5 10.6%	7 17.9% a
7 Very Worried	6 10.9%	4 7.8%	5 19.2%	1 3.8%	3 7.3%	1 3.8% d	4 14.8%	3 30.0% b	3 7.9%	2 11.8%	9 12.7%	6 12.8%	1 2.6%
Mean	3.44	3.69	4.12	3.27	3.44 f	3.08 F	3.22 f	4.30	3.79	4.59 aBc	3.42	3.79	3.51

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

**Topic 9: Marketing Leadership**

**Has your company's use of third-party customer data increased, decreased, or stayed the same over the last two years?**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
+1=Increasing	50 31.3%	2 16.7% fM	4 36.4% m	4 33.3% m	2 33.3%	1 50.0%	2 100.0%	6 33.3% aH	3 13.0% m	0 0.0% FM	8 34.8% m	4 28.6% m	9 32.1% m	4 100.0% Abcghjkl
0=About the same	95 59.4%	9 75.0% m	4 36.4% h	8 66.7% m	3 50.0%	1 50.0%	0 0.0% h	11 61.1% m	17 73.9% bfM	2 100.0%	13 56.5% m	8 57.1%	17 60.7% m	0 0.0% acgHjl
-1=Decreasing	15 9.4%	1 8.3%	3 27.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 5.6%	3 13.0%	0 0.0%	2 8.7%	2 14.3%	2 7.1%	0 0.0%
Mean	0.22	0.08	0.09	0.33	0.17	0.50	1.00	0.28	0.00	0.00	0.26	0.14	0.25	1.00

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

## Topic 9: Marketing Leadership

### Has your company's use of third-party customer data increased, decreased, or stayed the same over the last two years?

	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=Increasing	16 29.6%	17 32.7%	9 34.6%	8 30.8%	13 31.7%	7 25.9%	8 30.8%	2 20.0%	12 31.6%	8 47.1%	21 29.2%	9 19.6% c
0=About the same	34 63.0%	29 55.8%	14 53.8%	16 61.5%	23 56.1%	16 59.3%	17 65.4%	7 70.0%	23 60.5%	8 47.1%	43 59.7%	32 69.6%	19 48.7%
-1=Decreasing	4 7.4%	6 11.5%	3 11.5%	2 7.7%	5 12.2%	4 14.8%	1 3.8%	1 10.0%	3 7.9%	1 5.9%	8 11.1%	5 10.9%	2 5.1%
Mean	0.22	0.21	0.23	0.23	0.20	0.11	0.27	0.10	0.24	0.41	0.18	0.09 c	0.41 b

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



## Topic 9: Marketing Leadership

### Do you expect your company's use of third-party customer data to increase, decrease, or stay the same over the next two years?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
+1=Increasing	47 29.7%	3 25.0%	5 41.7%	3 25.0%	2 33.3%	1 50.0%	2 100.0%	4 26.7%	4 17.4%	0 0.0%	6 26.1%	2 14.3%	11 39.3%	3 75.0%
							hjk		fm		f	fm		hk
0=About the same	93 58.9%	9 75.0%	5 41.7%	7 58.3%	3 50.0%	1 50.0%	0 0.0%	10 66.7%	15 65.2%	2 100.0%	14 60.9%	10 71.4%	14 50.0%	1 25.0%
-1=Decreasing	18 11.4%	0 0.0%	2 16.7%	2 16.7%	1 16.7%	0 0.0%	0 0.0%	1 6.7%	4 17.4%	0 0.0%	3 13.0%	2 14.3%	3 10.7%	0 0.0%
Mean	0.18	0.25	0.25	0.08	0.17	0.50	1.00	0.20	0.00 m	0.00	0.13	0.00 m	0.29	0.75 hk

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

## Topic 9: Marketing Leadership

### Do you expect your company's use of third-party customer data to increase, decrease, or stay the same over the next two years?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increasing	15 27.8%	16 30.8%	8 33.3%	8 30.8%	10 24.4%	6 23.1%	9 33.3%	3 30.0%	11 28.9%	8 53.3%	16 22.9%	12 26.1%	17 43.6%
					f					a	c		a
0=About the same	34 63.0%	31 59.6%	10 41.7%	16 61.5%	27 65.9%	17 65.4%	17 63.0%	5 50.0%	21 55.3%	5 33.3%	45 64.3%	27 58.7%	20 51.3%
					f					a			
-1=Decreasing	5 9.3%	5 9.6%	6 25.0%	2 7.7%	4 9.8%	3 11.5%	1 3.7%	2 20.0%	6 15.8%	2 13.3%	9 12.9%	7 15.2%	2 5.1%
Mean	0.19	0.21	0.08	0.23	0.15	0.12	0.30	0.10	0.13	0.40	0.10 c	0.11 c	0.38 ab

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

**Topic 9: Marketing Leadership**

**How worried are you that your company's use of third-party customer data could raise questions about privacy?**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1 Not at all Worried	30 18.9%	2 16.7%	1 8.3%	2 16.7%	2 33.3%	1 50.0%	0 0.0%	3 17.6%	5 21.7%	1 50.0%	6 26.1%	3 21.4%	4 14.3%	0 0.0%
2	29 18.2%	3 25.0%	5 41.7% hl	3 25.0%	1 16.7%	0 0.0%	0 0.0%	4 23.5%	2 8.7% b	1 50.0%	3 13.0%	2 14.3%	3 10.7% b	1 25.0%
3	31 19.5%	3 25.0%	1 8.3%	3 25.0%	1 16.7%	1 50.0%	0 0.0%	4 23.5%	6 26.1%	0 0.0%	6 26.1%	2 14.3%	3 10.7%	0 0.0%
4	21 13.2%	2 16.7%	2 16.7%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0% lm	3 13.0%	0 0.0%	2 8.7%	3 21.4%	7 25.0% g	1 25.0% g
5	19 11.9%	0 0.0%	1 8.3%	1 8.3%	1 16.7%	0 0.0%	0 0.0%	2 11.8%	4 17.4%	0 0.0%	4 17.4%	1 7.1%	4 14.3%	0 0.0%
6	12 7.5%	0 0.0% F	1 8.3% f	2 16.7%	0 0.0% f	0 0.0%	1 100.0% AbdGHjkl	0 0.0% Fm	0 0.0% Fm	0 0.0%	2 8.7% f	1 7.1% f	4 14.3% f	1 25.0% gh
7 Very Worried	17 10.7%	2 16.7%	1 8.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	4 23.5% j	3 13.0%	0 0.0%	0 0.0% gm	2 14.3%	3 10.7%	1 25.0% j
Mean	3.47	3.25	3.33	3.17	3.17	2.00	6.00	3.59	3.48	1.50	3.04	3.57	4.00	4.75

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

## Topic 9: Marketing Leadership

### How worried are you that your company's use of third-party customer data could raise questions about privacy?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1 Not at all Worried	12 22.2%	10 19.6%	4 15.4%	4 15.4%	11 26.8%	3 11.5%	4 14.8%	3 30.0%	6 15.8%	2 12.5%	19 26.8% B	2 4.3% AC
2	9 16.7%	7 13.7% d	4 15.4%	9 34.6% b	5 12.2%	5 19.2%	8 29.6%	1 10.0%	8 21.1%	2 12.5%	8 11.3% b	13 27.7% a	8 21.1%
3	10 18.5%	10 19.6%	5 19.2%	5 19.2%	10 24.4%	10 38.5% E	5 18.5%	1 10.0%	3 7.9% B	2 12.5%	16 22.5%	10 21.3%	5 13.2%
4	9 16.7%	8 15.7%	2 7.7%	2 7.7%	5 12.2%	3 11.5%	3 11.1%	2 20.0%	6 15.8%	2 12.5%	9 12.7%	8 17.0%	4 10.5%
5	6 11.1%	7 13.7%	2 7.7%	3 11.5%	4 9.8%	3 11.5%	3 11.1%	0 0.0%	7 18.4%	2 12.5%	8 11.3%	5 10.6%	4 10.5%
6	3 5.6%	6 11.8%	3 11.5%	0 0.0%	3 7.3%	2 7.7%	0 0.0%	1 10.0%	4 10.5%	2 12.5%	3 4.2%	4 8.5%	5 13.2%
7 Very Worried	5 9.3%	3 5.9% c	6 23.1% b	3 11.5%	3 7.3%	0 0.0% cdf	4 14.8% b	2 20.0% b	4 10.5%	4 25.0% b	8 11.3%	5 10.6%	3 7.9%
Mean	3.31	3.49	4.04	3.12	3.17 f	3.15 f	3.33	3.60	3.74	4.38 ab	3.28	3.70	3.34

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

**Topic 9: Marketing Leadership**

**Do you believe it is appropriate for your brand to take a stance on politically-charged issues?**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Yes	34 21.4%	2 18.2%	4 33.3% h	2 16.7%	1 16.7%	0 0.0%	1 50.0% h	5 29.4% h	1 4.3% bfgij	1 50.0% h	7 30.4% h	3 21.4%	3 10.7%	1 25.0%
No	125 78.6%	9 81.8%	8 66.7% h	10 83.3%	5 83.3%	2 100.0%	1 50.0% h	12 70.6% h	22 95.7% bfgij	1 50.0% h	16 69.6% h	11 78.6%	25 89.3%	3 75.0%

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

## Topic 9: Marketing Leadership

### Do you believe it is appropriate for your brand to take a stance on politically-charged issues?

	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
	Yes	8 14.8%	11 21.6%	6 23.1%	7 26.9%	7 17.1% d	6 24.0%	5 18.5%	5 50.0% ae	7 18.4% d	4 23.5%	16 22.5%	6 12.8%
No	46 85.2%	40 78.4%	20 76.9%	19 73.1%	34 82.9% d	19 76.0%	22 81.5%	5 50.0% ae	31 81.6% d	13 76.5%	55 77.5%	41 87.2%	27 71.1%

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

**Topic 9: Marketing Leadership**

**Which of the following reasons influenced your willingness to have your brand to take a stance on politically-charged issues.**

**Taking a stance may:**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Show my company cares about more than making profits	25 75.8%	2 100.0%	2 50.0%	2 100.0%	1 100.0%	0 0.0%	0 0.0%	4 80.0%	0 0.0%	0 0.0%	4 57.1%	3 100.0%	3 100.0%	1 100.0%
Have a positive effect on my company's ability to attract and retain customers/partners	23 69.7%	2 100.0%	4 100.0%	1 50.0%	1 100.0%	0 0.0%	0 0.0%	4 80.0%	1 100.0%	1 100.0%	3 42.9%	2 66.7%	2 66.7%	0 0.0%
Have a positive effect on my company's ability to attract and retain employees	23 69.7%	2 100.0%	4 100.0%	1 50.0%	1 100.0%	0 0.0%	0 0.0%	4 80.0%	0 0.0%	0 0.0%	4 57.1%	2 66.7%	3 100.0%	0 0.0%
Have a positive effect on my company's ability to stand out in the marketplace	17 51.5%	2 100.0%	2 50.0%	1 50.0%	1 100.0%	0 0.0%	0 0.0%	2 40.0%	1 100.0%	1 100.0%	2 28.6%	1 33.3%	1 33.3%	1 100.0%

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

## Topic 9: Marketing Leadership

### Which of the following reasons influenced your willingness to have your brand to take a stance on politically-charged issues. Taking a stance may:

	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
Show my company cares about more than making profits	6 75.0%	6 60.0%	6 100.0%	5 71.4%	6 85.7%	4 66.7%	5 100.0%	4 80.0%	3 42.9%	3 100.0%	11 68.8%	6 100.0%	8 80.0%
Have a positive effect on my company's ability to attract and retain customers/partners	6 75.0%	5 50.0%	5 83.3%	5 71.4%	4 57.1%	5 83.3%	4 80.0%	4 80.0%	4 57.1%	2 66.7%	12 75.0%	6 100.0% c	4 40.0% b
Have a positive effect on my company's ability to attract and retain employees	4 50.0%	7 70.0%	5 83.3%	5 71.4%	4 57.1%	4 66.7%	4 80.0%	3 60.0%	5 71.4%	3 100.0%	12 75.0%	6 100.0% c	4 40.0% b
Have a positive effect on my company's ability to stand out in the marketplace	5 62.5%	4 40.0%	2 33.3%	5 71.4%	4 57.1%	4 66.7%	3 60.0%	1 20.0%	4 57.1%	1 33.3%	5 31.3% b	5 83.3% a	6 60.0%

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



**Topic 9: Marketing Leadership**

**Which of the following reasons influenced your unwillingness to have your brand to take a stance on politically-charged issues. Taking a stance may:**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Have a negative effect on my company's ability to attract and retain customers/partners	82 67.8%	4 50.0% b	8 100.0% agh	6 66.7%	3 60.0%	1 50.0%	1 100.0%	5 45.5% b	13 59.1% b	1 100.0%	13 81.3%	7 63.6%	18 75.0%	2 66.7%
Make my company stand out in the marketplace in ways that we do not want	72 59.5%	6 75.0%	4 50.0%	5 55.6%	3 60.0%	1 50.0%	0 0.0%	7 63.6%	15 68.2%	0 0.0%	10 62.5%	5 45.5%	14 58.3%	2 66.7%
Show my company is wasting resources on non-core business activities	63 52.1%	4 50.0%	4 50.0%	5 55.6%	4 80.0%	1 50.0%	0 0.0%	6 54.5%	12 54.5%	0 0.0%	10 62.5%	4 36.4%	11 45.8%	2 66.7%
Have a negative effect on my company's ability to attract and retain employees	45 37.2%	3 37.5%	1 12.5%	2 22.2%	2 40.0%	1 50.0%	0 0.0%	3 27.3%	10 45.5%	0 0.0%	8 50.0%	3 27.3%	11 45.8%	1 33.3%

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

## Topic 9: Marketing Leadership

### Which of the following reasons influenced your unwillingness to have your brand to take a stance on politically-charged issues. Taking a stance may:

	Total	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
Have a negative effect on my company's ability to attract and retain customers/partners	82 67.8%	28 60.9%	28 73.7%	13 68.4%	13 72.2%	24 70.6%	10 58.8%	15 68.2%	2 50.0%	23 74.2%	7 58.3%	37 69.8%	28 71.8%	16 59.3%
Make my company stand out in the marketplace in ways that we do not want	72 59.5%	26 56.5%	20 52.6%	13 68.4%	13 72.2%	18 52.9%	10 58.8%	13 59.1%	4 100.0%	16 51.6%	10 83.3%	32 60.4%	26 66.7%	14 51.9%
Show my company is wasting resources on non-core business activities	63 52.1%	23 50.0%	22 57.9%	6 31.6%	12 66.7%	15 44.1%	10 58.8%	14 63.6%	1 25.0%	15 48.4%	8 66.7%	24 45.3%	25 64.1%	13 48.1%
Have a negative effect on my company's ability to attract and retain employees	45 37.2%	16 34.8%	17 44.7%	6 31.6%	6 33.3%	13 38.2%	8 47.1%	6 27.3%	1 25.0%	13 41.9%	4 33.3%	18 34.0%	20 51.3%	7 25.9%

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
...Do you currently spend on marketing analytics?	265 6.73 6.45	23 7.05 6.99	18 7.81 6.37	16 6.44 5.24 f	12 7.38 7.71	8 8.07 8.29	5 13.91 8.06 cHijkl	26 7.54 6.40	35 5.68 5.79	6 4.50 4.64	39 5.50 6.21	22 5.49 5.75	44 7.25 6.56	7 9.93 9.00
...Will you spend on marketing analytics in the next three years?	260 21.28 27.22	22 18.45 23.14	18 19.24 25.36	16 11.75 8.13 dEf	12 36.07 37.19 cl	8 40.61 38.75 Cl	5 29.99 31.40 c	26 25.11 30.79	34 21.73 29.61	6 13.67 20.17	38 18.67 28.45	21 23.14 31.97	44 18.75 21.28	7 24.99 27.97 de

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?	88 6.36 6.25	81 6.26 6.88	45 6.48 5.80	48 8.47 6.72	75 6.42 7.23 F	35 5.66 4.87 F	50 4.88 5.21 eF	18 5.46 4.44 F	53 7.25 5.97 cf	33 11.11 7.70 ABCDe	120 5.33 5.92 C	73 6.96 5.40	68 9.02 7.73 A
...Will you spend on marketing analytics in the next three years?	86 18.84 25.23	79 19.93 26.27	44 20.77 27.42	48 29.12 31.81	75 21.63 27.60	33 22.26 30.58	48 20.75 28.27	17 17.58 26.31	53 18.63 25.12	33 26.48 26.62	118 21.12 28.08	72 17.33 23.35	67 25.40 28.61
	d				a								

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent of projects	262	22	17	16	12	8	5	26	35	6	38	22	44	7
	35.83	38.45	42.82	51.31	41.67	37.50	25.00	44.42	27.57	18.67	23.45	36.32	40.80	32.86
	33.62	38.82	36.45	35.12	34.86	34.54	22.08	34.04	31.77	35.25	29.44	31.81	33.11	39.88
			j	hJ				j	c		bCgl		j	

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	87	80	45	47	74	34	50	18	53	32	118	72	68
	32.28	29.13	47.42	42.02	28.20	38.09	30.44	39.72	36.85	53.59	25.89	38.78	48.68
	33.01	32.28	33.68	33.76	31.27	35.70	33.82	37.63	30.36	32.61	30.30	33.35	35.04
	c	Cd	aB	b	F		F		f	ACe	BC	A	A

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. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not At All	49 18.4%	4 18.2%	2 11.1%	1 6.3%	1 8.3%	3 37.5%	0 0.0%	2 7.7%	11 31.4%	2 33.3%	11 26.8%	4 18.2%	6 13.6%	1 14.3%
2=2	43 16.2%	5 22.7%	1 5.6%	3 18.8%	1 8.3%	0 0.0%	0 0.0%	5 19.2%	7 20.0%	2 33.3%	5 12.2%	4 18.2%	9 20.5%	1 14.3%
3=3	43 16.2%	2 9.1%	5 27.8%	4 25.0%	2 16.7%	0 0.0%	1 20.0%	2 7.7%	3 8.6%	1 16.7%	10 24.4%	5 22.7%	6 13.6%	1 14.3%
4=4	39 14.7%	2 9.1%	1 5.6%	1 6.3%	2 16.7%	1 12.5%	2 40.0%	3 11.5%	6 17.1%	0 0.0%	9 22.0%	2 9.1%	7 15.9%	2 28.6%
5=5	48 18.0%	4 18.2%	3 16.7%	3 18.8%	3 25.0%	2 25.0%	1 20.0%	8 30.8%	5 14.3%	1 16.7%	3 7.3%	5 22.7%	8 18.2%	1 14.3%
6=6	27 10.2%	1 4.5%	4 22.2%	4 25.0%	1 8.3%	2 25.0%	0 0.0%	4 15.4%	2 5.7%	0 0.0%	1 2.4%	2 9.1%	5 11.4%	1 14.3%
7=Very Highly	17 6.4%	4 18.2%	2 11.1%	0 0.0%	2 16.7%	0 0.0%	1 20.0%	2 7.7%	1 2.9%	0 0.0%	2 4.9%	0 0.0%	3 6.8%	0 0.0%
Mean	3.54	3.73	4.22 hij	3.88	4.33 hij	3.63	4.60 ij	4.15 hiJ	2.91 bdg	2.33 bdfg	2.98 bdfG	3.27	3.66	3.57

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not At All	16 18.2%	21 25.3%	6 13.3%	5 10.6%	21 27.6%	4 11.4%	12 24.0%	4 21.1%	6 11.3%	2 6.3%	35 28.9%	8 11.0%
2=2	21 23.9%	10 12.0%	7 15.6%	5 10.6%	10 13.2%	10 28.6%	11 22.0%	1 5.3%	8 15.1%	2 6.3%	22 18.2%	13 17.8%	8 11.8%
3=3	15 17.0%	19 22.9%	6 13.3%	3 6.4%	9 11.8%	7 20.0%	9 18.0%	6 31.6%	8 15.1%	4 12.5%	20 16.5%	14 19.2%	7 10.3%
4=4	15 17.0%	11 13.3%	4 8.9%	9 19.1%	16 21.1%	4 11.4%	3 6.0%	1 5.3%	8 15.1%	7 21.9%	18 14.9%	12 16.4%	9 13.2%
5=5	12 13.6%	9 10.8%	12 26.7%	14 29.8%	10 13.2%	4 11.4%	10 20.0%	5 26.3%	13 24.5%	6 18.8%	16 13.2%	18 24.7%	14 20.6%
6=6	6 6.8%	5 6.0%	9 20.0%	7 14.9%	7 9.2%	3 8.6%	1 2.0%	1 5.3%	8 15.1%	7 21.9%	6 5.0%	5 6.8%	14 20.6%
7=Very Highly	3 3.4%	8 9.6%	1 2.2%	4 8.5%	3 3.9%	3 8.6%	4 8.0%	1 5.3%	2 3.8%	4 12.5%	4 3.3%	3 4.1%	10 14.7%
Mean	3.18 cD	3.29 D	3.89 a	4.26 AB	3.22 eF	3.43 f	3.14 eF	3.47 f	3.87 ac	4.56 AbCd	2.93 BC	3.63 AC	4.46 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	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
We prove the impact quantitatively	106 40.2%	13 59.1% HiJ	10 58.8% hiJ	6 35.3%	8 66.7% HiJ	3 37.5%	3 75.0% hij	12 46.2% ij	8 23.5% AbDfl	0 0.0% abdfgl	9 22.0% ABDfgl	8 36.4%	20 45.5% hij	3 42.9%
We have a good qualitative sense of the impact, but not a quantitative impact	119 45.1%	7 31.8% j	6 35.3%	8 47.1%	4 33.3%	4 50.0%	1 25.0%	12 46.2%	18 52.9%	3 50.0%	26 63.4% al	9 40.9%	18 40.9% j	2 28.6%
We haven't been able to show the impact yet	39 14.8%	2 9.1% i	1 5.9% i	3 17.6%	0 0.0% i	1 12.5%	0 0.0%	2 7.7% i	8 23.5%	3 50.0% abdgjl	6 14.6% i	5 22.7%	6 13.6% i	2 28.6%

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	30 34.1% D	22 27.2% cD	21 46.7% bd	32 68.1% ABc	25 32.9% f	14 41.2%	16 32.7%	8 42.1%	26 48.1%	17 54.8% a	31 25.8% bC	30 41.7% ac	41 61.2% Ab
We have a good qualitative sense of the impact, but not a quantitative impact	43 48.9% d	46 56.8% cD	15 33.3% b	13 27.7% aB	33 43.4%	16 47.1%	24 49.0%	8 42.1%	26 48.1%	11 35.5%	65 54.2% C	31 43.1%	22 32.8% A
We haven't been able to show the impact yet	15 17.0% d	13 16.0% d	9 20.0% d	2 4.3% abc	18 23.7% E	4 11.8%	9 18.4% e	3 15.8%	2 3.7% Ac	3 9.7%	24 20.0% c	11 15.3%	4 6.0% 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. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
We prove the impact quantitatively	113 42.6%	13 59.1% hj	8 47.1%	9 52.9%	7 58.3% j	2 25.0%	3 60.0%	10 38.5%	10 29.4% al	1 16.7%	11 26.8% adL	9 42.9%	25 55.6% hJ	2 28.6%
We have a good qualitative sense of the impact, but not a quantitative impact	100 37.7%	7 31.8%	5 29.4%	5 29.4%	5 41.7%	4 50.0%	1 20.0%	11 42.3%	16 47.1% k	2 33.3%	22 53.7% kl	4 19.0% hj	14 31.1% j	3 42.9%
We haven't been able to show the impact yet	52 19.6%	2 9.1% ik	4 23.5%	3 17.6%	0 0.0% ik	2 25.0%	1 20.0%	5 19.2%	8 23.5%	3 50.0% adl	8 19.5%	8 38.1% adl	6 13.3% ik	2 28.6%

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	36 40.9%	32 38.6%	21 47.7%	23 48.9%	27 35.5% f	14 41.2%	17 35.4% f	9 47.4%	27 49.1%	19 59.4% ac	35 28.9% bC	33 46.5% a	42 61.8% A
We have a good qualitative sense of the impact, but not a quantitative impact	36 40.9% c	35 42.2% c	10 22.7% ab	17 36.2%	26 34.2%	15 44.1%	21 43.8%	7 36.8%	20 36.4%	10 31.3%	54 44.6% c	25 35.2%	19 27.9% a
We haven't been able to show the impact yet	16 18.2%	16 19.3%	13 29.5%	7 14.9%	23 30.3% ef	5 14.7%	10 20.8%	3 15.8%	8 14.5% a	3 9.4% a	32 26.4% C	13 18.3%	7 10.3% A

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

**Topic 10: Marketing Analytics**

**What factors prevent your company from using more marketing analytics (check all that apply):**

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Lack of process/tools to measure success through analytics	142 56.3%	13 68.4%	6 40.0%	7 46.7%	3 25.0%	3 37.5%	1 20.0%	15 60.0%	19 57.6%	1 16.7%	25 64.1%	13 59.1%	29 67.4%	4 66.7%
Lack of people who can link marketing analytics to marketing practice	120 47.6%	7 36.8%	8 53.3%	4 26.7%	7 58.3%	4 50.0%	4 80.0%	12 48.0%	17 51.5%	2 33.3%	15 38.5%	13 59.1%	21 48.8%	3 50.0%
Marketing analytics does not offer sufficient insight	73 29.0%	3 15.8%	3 20.0%	5 33.3%	5 41.7%	3 37.5%	2 40.0%	10 40.0%	7 21.2%	1 16.7%	11 28.2%	5 22.7%	15 34.9%	2 33.3%
Marketing analytics are not highly relevant to our decisions	62 24.6%	5 26.3%	4 26.7%	2 13.3%	1 8.3%	2 25.0%	2 40.0%	5 20.0%	12 36.4%	3 50.0%	12 30.8%	5 22.7%	7 16.3%	1 16.7%
Marketing analytics is overly complex	47 18.7%	1 5.3%	3 20.0%	5 33.3%	2 16.7%	1 12.5%	1 20.0%	2 8.0%	5 15.2%	0 0.0%	8 20.5%	4 18.2%	14 32.6%	1 16.7%
Marketing analytics does not arrive when needed	33 13.1%	2 10.5%	0 0.0%	4 26.7%	1 8.3%	0 0.0%	1 20.0%	5 20.0%	3 9.1%	0 0.0%	1 2.6%	7 31.8%	7 16.3%	2 33.3%

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

**Topic 10: Marketing Analytics**

**What factors prevent your company from using more marketing analytics (check all that apply):**

	Total	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
Lack of process/tools to measure success through analytics	142 56.3%	50 59.5%	44 55.7%	21 50.0%	25 56.8%	33 46.5% bdf	22 68.8% ae	28 58.3%	13 76.5% ae	23 43.4% bdf	22 73.3% ae	71 60.7%	36 50.7%	32 53.3%
Lack of people who can link marketing analytics to marketing practice	120 47.6%	40 47.6%	39 49.4%	21 50.0%	18 40.9%	33 46.5%	12 37.5%	27 56.3%	9 52.9%	25 47.2%	14 46.7%	51 43.6%	36 50.7%	31 51.7%
Marketing analytics does not offer sufficient insight	73 29.0%	21 25.0%	23 29.1%	16 38.1%	12 27.3%	21 29.6%	13 40.6%	14 29.2%	4 23.5%	13 24.5%	8 26.7%	31 26.5%	21 29.6%	20 33.3%
Marketing analytics are not highly relevant to our decisions	62 24.6%	21 25.0%	25 31.6%	8 19.0%	7 15.9%	20 28.2%	7 21.9%	10 20.8%	3 17.6%	16 30.2%	6 20.0%	40 34.2% C	16 22.5%	6 10.0% A
Marketing analytics is overly complex	47 18.7%	19 22.6%	14 17.7%	7 16.7%	7 15.9%	10 14.1%	6 18.8%	9 18.8%	3 17.6%	9 17.0%	9 30.0%	19 16.2%	12 16.9%	16 26.7%
Marketing analytics does not arrive when needed	33 13.1%	12 14.3%	7 8.9% C	12 28.6% BD	2 4.5% C	0 0.0% bcDEF	3 9.4% af	7 14.6% A	2 11.8% A	12 22.6% A	9 30.0% Ab	9 7.7% b	13 18.3% a	10 16.7%

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

**Appendix: Firm-level Descriptive Information**

**Which economic sector accounts for the majority of your company revenues?**

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
B2B - Product	111 34.4%	5 18.5% gHjL	2 9.1% GHiL	4 23.5% HJl	0 0.0% GHikL	1 10.0% gHl	2 25.0% HJ	15 45.5% aBDeHJm	37 86.0% ABCDEF GiJKLM	3 42.9% bdhJ	1 2.0% aCFGHIK L	9 31.0% dHJl	31 55.4% ABcDeHJ kM	0 0.0% gHL
B2B - Services	102 31.6%	8 29.6% bcghJk	13 59.1% aCDeGHj Kl	0 0.0% aBFIJIM	1 8.3% BfJ	1 10.0% bJ	4 50.0% CdGHjK	3 9.1% aBFiJlm	3 7.0% aBFIJLM	3 42.9% CgHJk	43 86.0% AbCDEfG HIKLM	2 6.9% aBFiJlm	17 30.4% bcgHJk	3 42.9% CgHJk
B2C - Product	52 16.1%	0 0.0% CgKM	3 13.6% CK	13 76.5% ABDEFG HiJLm	0 0.0% CK	1 10.0% Ck	1 12.5% Ck	5 15.2% aCjK	3 7.0% CK	1 14.3% ck	1 2.0% CgKM	17 58.6% ABDefGH iJL	5 8.9% CK	2 28.6% AcJ
B2C - Services	58 18.0%	14 51.9% bCdHiJKL	4 18.2% aDEH	0 0.0% ADEgma	11 91.7% BCFGHIJ KLm	7 70.0% BCfgHiJK L	1 12.5% Deh	10 30.3% cDeHjKL	0 0.0% ABDEfGj M	0 0.0% aDe	5 10.0% ADEgh	1 3.4% ADEGm	3 5.4% ADEGm	2 28.6% cdHkl

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