



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

CMO Survey Report:

Results by Firm & Industry Characteristics

Feb. 2015

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McKinsey & Company



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Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications- Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
3=More	166 58.0%	11 61.1%	9 52.9%	2 66.7%	3 37.5%	2 28.6%	16 51.6%	19 57.6%	34 61.8%	16 51.6%	4 66.7%	39 63.9%	11 68.8%
2=No Change	87 30.4%	7 38.9%	6 35.3%	1 33.3%	2 25.0%	3 42.9%	12 38.7%	8 24.2%	18 32.7%	9 29.0%	2 33.3%	15 24.6%	4 25.0%
1=Less	33 11.5%	0 0.0% de	2 11.8%	0 0.0%	3 37.5% aH	2 28.6% ah	3 9.7%	6 18.2%	3 5.5% Dei	6 19.4% h	0 0.0%	7 11.5%	1 6.3%
Mean	2.5	2.6	2.4	2.7	2.0	2.0	2.4	2.4	2.6	2.3	2.7	2.5	2.6
SD	0.7	0.5 de	0.7	0.6	0.9 ah	0.8 ah	0.7	0.8	0.6 de	0.8	0.5	0.7	0.6

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	49 54.4%	68 60.2%	29 56.9%	20 62.5%	74 60.2%	19 47.5%	21 55.3%	10 62.5%	26 61.9%	16 59.3%	48 50.0%	38 59.4%	44 68.8%
											c		a
2=No Change	31 34.4%	27 23.9%	19 37.3%	10 31.3%	36 29.3%	15 37.5%	12 31.6%	5 31.3%	10 23.8%	9 33.3%	34 35.4%	16 25.0%	17 26.6%
1=Less	10 11.1%	18 15.9%	3 5.9%	2 6.3%	13 10.6%	6 15.0%	5 13.2%	1 6.3%	6 14.3%	2 7.4%	14 14.6%	10 15.6%	3 4.7%
											c	c	ab
Mean	2.4	2.4	2.5	2.6	2.5	2.3	2.4	2.6	2.5	2.5	2.4	2.4	2.6
SD	0.7	0.8	0.6	0.6	0.7	0.7	0.7	0.6	0.7	0.6	0.7	0.8	0.6
											C		A

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number of respondents													
Mean													
SD													
Optimism rating	278	18	17	3	8	6	30	32	52	29	6	61	16
	69.9	71.0	67.9	74.3	63.8	75.0	69.1	69.6	69.4	69.7	74.0	70.6	71.3
	12.6	12.0	17.4	4.0	13.3	12.6	12.8	11.9	13.0	13.7	11.0	11.5	12.0

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Optimism rating	87 69.6 12.7	111 70.7 13.1	50 67.4 11.8	30 71.8 11.5	123 69.8 13.7	39 67.9 12.9	37 68.4 12.5	15 71.3 8.0	39 70.9 12.0	25 73.6 9.6	96 69.7 11.6	64 69.5 12.9

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
3=More	170 60.1%	5 29.4% cdHkl	10 58.8%	3 100.0% a	6 75.0% a	2 28.6% H	16 50.0% H	18 56.3% h	42 79.2% AEFgik	17 54.8% h	4 66.7%	36 59.0% ah	11 68.8% a
2=No Change	78 27.6%	8 47.1% H	5 29.4%	0 0.0%	1 12.5%	2 28.6%	12 37.5% h	8 25.0%	7 13.2% AfK	7 22.6%	2 33.3%	22 36.1% H	4 25.0%
1=Less	35 12.4%	4 23.5% k	2 11.8%	0 0.0%	1 12.5%	3 42.9% HKl	4 12.5%	6 18.8% k	4 7.5% E	7 22.6% k	0 0.0%	3 4.9% aEgi	1 6.3% e
Mean	2.5	2.1	2.5	3.0	2.6	1.9	2.4	2.4	2.7	2.3	2.7	2.5	2.6
SD	0.7	0.7 HKl	0.7	0.0	0.7	0.9 HKl	0.7 h	0.8 h	0.6 AEfgi	0.8 h	0.5	0.6 AE	0.6 ae

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	55 61.1%	70 62.5%	25 51.0%	20 62.5%	84 67.7%	22 56.4%	19 50.0%	8 50.0%	23 57.5%	14 53.8%	57 58.8%	33 53.2%	43 68.3%
					c		a						
2=No Change	27 30.0%	28 25.0%	12 24.5%	11 34.4%	30 24.2%	13 33.3%	12 31.6%	6 37.5%	11 27.5%	6 23.1%	27 27.8%	20 32.3%	14 22.2%
1=Less	8 8.9%	14 12.5%	12 24.5%	1 3.1%	10 8.1%	4 10.3%	7 18.4%	2 12.5%	6 15.0%	6 23.1%	13 13.4%	9 14.5%	6 9.5%
	c		ad	c	f					a			
Mean	2.5	2.5	2.3	2.6	2.6	2.5	2.3	2.4	2.4	2.3	2.5	2.4	2.6
SD	0.7	0.7	0.8	0.6	0.6	0.7	0.8	0.7	0.7	0.8	0.7	0.7	0.7
	c		a		cf		a			a			

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number of respondents													
Mean													
SD													
Optimism rating	279	18	17	3	8	7	31	31	54	28	6	60	16
	75.1	65.7	75.9	84.3	73.9	64.3	74.3	73.5	79.2	73.3	76.7	75.8	79.3
	15.3	17.1	15.9	4.0	15.7	11.0	15.3	16.7	15.4	15.9	16.6	12.9	15.3
		HKl		e		chkI			Ae			Ac	ac

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Optimism rating	88 75.8 14.3 c	110 77.2 14.9 C	51 69.3 16.3 aB	30 75.1 16.4	120 77.5 15.0 c	39 74.4 15.9	37 71.0 17.2 a	15 76.7 16.7	42 74.5 12.3	26 71.1 15.5	95 73.0 15.2	63 74.8 15.9

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
3=More	197 72.4%	7 43.8% HL	11 73.3%	3 100.0%	5 62.5%	3 50.0% hl	22 68.8% hl	21 63.6% Hl	47 88.7% AefGik	19 70.4% h	4 66.7%	39 69.6% hl	16 94.1% Aefgk
2=No Change	57 21.0%	5 31.3% h	4 26.7% h	0 0.0%	2 25.0%	3 50.0% Hl	8 25.0% h	9 27.3% h	4 7.5% abEfgk	6 22.2%	2 33.3%	13 23.2% h	1 5.9% e
1=Less	18 6.6%	4 25.0% bhkl	0 0.0% a	0 0.0%	1 12.5%	0 0.0%	2 6.3%	3 9.1%	2 3.8% a	2 7.4%	0 0.0%	4 7.1% a	0 0.0% a
Mean	2.7	2.2	2.7	3.0	2.5	2.5	2.6	2.5	2.8	2.6	2.7	2.6	2.9
SD	0.6	0.8 bfHkL	0.5 a	0.0	0.8 1	0.5 1	0.6 al	0.7 hl	0.5 Agk	0.6	0.5	0.6 ahl	0.2 Adefgk

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	67 77.0% c	80 74.8%	28 59.6% a	22 71.0%	92 79.3% b	25 62.5% a	27 71.1%	8 57.1%	26 66.7%	19 76.0%	68 69.4%	44 69.8%	52 81.3%
2=No Change	15 17.2%	21 19.6%	13 27.7%	8 25.8%	20 17.2%	9 22.5%	9 23.7%	4 28.6%	9 23.1%	6 24.0%	23 23.5%	12 19.0%	10 15.6%
1=Less	5 5.7%	6 5.6%	6 12.8%	1 3.2%	4 3.4% b	6 15.0% af	2 5.3%	2 14.3%	4 10.3%	0 0.0%	7 7.1%	7 11.1%	2 3.1%
Mean	2.7	2.7	2.5	2.7	2.8	2.5	2.7	2.4	2.6	2.8	2.6	2.6	2.8
SD	0.6 c	0.6 c	0.7 ab	0.5	0.5 Bd	0.8 A	0.6	0.8 a	0.7	0.4	0.6	0.7	0.5

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
3=More	91 33.6%	6 37.5%	5 33.3%	2 100.0% ikl	4 50.0%	1 14.3%	10 31.3%	13 39.4%	18 34.0%	7 26.9% c	4 66.7%	17 30.4% c	4 23.5% c
2=No Change	139 51.3%	9 56.3%	10 66.7%	0 0.0%	4 50.0%	4 57.1%	18 56.3%	14 42.4%	22 41.5%	14 53.8%	2 33.3%	32 57.1%	10 58.8%
1=Less	41 15.1%	1 6.3%	0 0.0% eh	0 0.0%	0 0.0%	2 28.6% b	4 12.5%	6 18.2%	13 24.5% b	5 19.2%	0 0.0%	7 12.5%	3 17.6%
Mean	2.2	2.3	2.3	3.0	2.5	1.9	2.2	2.2	2.1	2.1	2.7	2.2	2.1
SD	0.7	0.6	0.5	0.0	0.5	0.7 j	0.6	0.7	0.8	0.7	0.5 e	0.6	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	29 33.0%	29 27.4%	23 48.9%	10 33.3%	40 34.8%	11 28.2%	15 39.5%	4 28.6%	15 38.5%	6 23.1%	29 30.2%	24 37.5%	25 39.1%
		c	b										
2=No Change	40 45.5%	61 57.5%	20 42.6%	18 60.0%	66 57.4%	19 48.7%	17 44.7%	8 57.1%	17 43.6%	12 46.2%	50 52.1%	29 45.3%	31 48.4%
1=Less	19 21.6%	16 15.1%	4 8.5%	2 6.7%	9 7.8%	9 23.1%	6 15.8%	2 14.3%	7 17.9%	8 30.8%	17 17.7%	11 17.2%	8 12.5%
					bF	a				A			
Mean	2.1	2.1	2.4	2.3	2.3	2.1	2.2	2.1	2.2	1.9	2.1	2.2	2.3
SD	0.7	0.6	0.6	0.6	0.6	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7
	c	c	ab		f					a			

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
3=More	181 66.3%	8 50.0% H	11 73.3%	2 66.7%	5 62.5%	4 57.1%	18 56.3% H	22 66.7%	45 84.9% AFikL	17 63.0% h	4 66.7%	36 64.3% h	9 52.9% H
2=No Change	84 30.8%	7 43.8% H	3 20.0%	1 33.3%	3 37.5%	3 42.9%	14 43.8% H	9 27.3%	7 13.2% AFkL	8 29.6%	2 33.3%	19 33.9% h	8 47.1% H
1=Less	8 2.9%	1 6.3%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.1%	1 1.9%	2 7.4%	0 0.0%	1 1.8%	0 0.0%
Mean	2.6	2.4	2.7	2.7	2.6	2.6	2.6	2.6	2.8	2.6	2.7	2.6	2.5
SD	0.5	0.6 H	0.6	0.6	0.5	0.5	0.5 h	0.6 h	0.4 Afgikl	0.6 h	0.5	0.5 h	0.5 h

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	58 65.9%	74 69.2%	30 63.8%	19 61.3%	76 65.5%	25 62.5%	28 73.7%	6 42.9%	28 71.8%	18 69.2%	62 63.3%	39 60.9%	47 73.4%
							d	c					
2=No Change	29 33.0%	31 29.0%	14 29.8%	10 32.3%	39 33.6%	14 35.0%	8 21.1%	6 42.9%	10 25.6%	7 26.9%	34 34.7%	23 35.9%	14 21.9%
1=Less	1 1.1%	2 1.9%	3 6.4%	2 6.5%	1 0.9%	1 2.5%	2 5.3%	2 14.3%	1 2.6%	1 3.8%	2 2.0%	2 3.1%	3 4.7%
					D			A					
Mean	2.6	2.7	2.6	2.5	2.6	2.6	2.7	2.3	2.7	2.7	2.6	2.6	2.7
SD	0.5	0.5	0.6	0.6	0.5 d	0.5	0.6 d	0.7 ace	0.5 d	0.6	0.5	0.6	0.6

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
3=More	142 52.0%	5 31.3%	7 46.7%	2 66.7%	6 75.0%	3 42.9%	14 43.8%	21 63.6%	30 56.6%	12 44.4%	2 33.3%	31 55.4%	9 52.9%
		g						a					
2=No Change	109 39.9%	8 50.0%	7 46.7%	1 33.3%	2 25.0%	4 57.1%	16 50.0%	7 21.2%	20 37.7%	12 44.4%	4 66.7%	21 37.5%	7 41.2%
		g					g	afj			g		
1=Less	22 8.1%	3 18.8%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	2 6.3%	5 15.2%	3 5.7%	3 11.1%	0 0.0%	4 7.1%	1 5.9%
Mean	2.4	2.1	2.4	2.7	2.8	2.4	2.4	2.5	2.5	2.3	2.3	2.5	2.5
SD	0.6	0.7	0.6	0.6	0.5	0.5	0.6	0.8	0.6	0.7	0.5	0.6	0.6
		dh			a				a				

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	42 47.7%	65 60.7% d	24 51.1%	11 35.5% b	67 57.8% b	15 37.5% a	17 44.7%	8 57.1%	21 53.8%	14 53.8%	43 43.9% C	27 42.2% C	42 65.6% AB
2=No Change	41 46.6%	37 34.6%	15 31.9%	16 51.6%	46 39.7%	22 55.0% f	16 42.1%	4 28.6%	15 38.5%	6 23.1% b	47 48.0% c	28 43.8%	19 29.7% a
1=Less	5 5.7% c	5 4.7% c	8 17.0% ab	4 12.9%	3 2.6% cdF	3 7.5%	5 13.2% a	2 14.3% a	3 7.7%	6 23.1% A	8 8.2%	9 14.1%	3 4.7%
Mean	2.4	2.6	2.3	2.2	2.6	2.3	2.3	2.4	2.5	2.3	2.4	2.3	2.6
SD	0.6	0.6 D	0.8	0.7 B	0.5 bc	0.6 a	0.7 a	0.8	0.6	0.8	0.6 c	0.7 C	0.6 aB

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
3=More	138 50.5%	10 62.5%	7 46.7%	0 0.0% h	4 50.0%	2 28.6%	12 37.5% h	16 48.5%	32 60.4% cf	15 55.6%	4 66.7%	26 46.4%	10 58.8%
2=No Change	116 42.5%	6 37.5%	6 40.0%	2 66.7%	4 50.0%	4 57.1%	18 56.3%	13 39.4%	20 37.7%	11 40.7%	1 16.7%	26 46.4%	5 29.4%
1=Less	19 7.0%	0 0.0% c	2 13.3%	1 33.3% aH	0 0.0%	1 14.3%	2 6.3%	4 12.1%	1 1.9% C	1 3.7%	1 16.7%	4 7.1%	2 11.8%
Mean	2.4	2.6	2.3	1.7	2.5	2.1	2.3	2.4	2.6	2.5	2.5	2.4	2.5
SD	0.6	0.5 C	0.7	0.6 AHi	0.5	0.7	0.6 h	0.7	0.5 Cf	0.6 c	0.8	0.6	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	41 46.6% d	52 48.6%	24 51.1%	21 67.7% a	67 57.8% c	20 50.0%	14 36.8% a	7 50.0%	19 48.7%	11 42.3%	42 42.9% c	34 53.1%	40 62.5% a
2=No Change	42 47.7% d	48 44.9%	18 38.3%	8 25.8% a	44 37.9%	17 42.5%	19 50.0%	6 42.9%	15 38.5%	15 57.7%	52 53.1% bC	23 35.9% a	19 29.7% A
1=Less	5 5.7%	7 6.5%	5 10.6%	2 6.5%	5 4.3%	3 7.5%	5 13.2%	1 7.1%	5 12.8%	0 0.0%	4 4.1%	7 10.9%	5 7.8%
Mean	2.4	2.4	2.4	2.6	2.5	2.4	2.2	2.4	2.4	2.4	2.4	2.4	2.5
SD	0.6	0.6	0.7	0.6	0.6 C	0.6	0.7 A	0.6	0.7	0.5	0.6	0.7	0.6

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
3=More	211 77.6%	8 50.0% dHjkl	12 80.0%	2 66.7%	8 100.0% a	4 57.1%	22 68.8% h	25 75.8%	46 86.8% Af	19 70.4%	6 100.0% a	45 80.4% a	14 87.5% a
2=No Change	49 18.0%	6 37.5% HI	2 13.3%	1 33.3%	0 0.0%	2 28.6%	10 31.3% h	5 15.2%	5 9.4% Af	7 25.9%	0 0.0%	10 17.9%	1 6.3% a
1=Less	12 4.4%	2 12.5% f	1 6.7%	0 0.0%	0 0.0%	1 14.3% f	0 0.0% ae	3 9.1%	2 3.8%	1 3.7%	0 0.0%	1 1.8%	1 6.3%
Mean	2.7	2.4	2.7	2.7	3.0	2.4	2.7	2.7	2.8	2.7	3.0	2.8	2.8
SD	0.5	0.7 HK	0.6	0.6	0.0	0.8	0.5	0.6	0.5 A	0.6	0.0	0.5 A	0.5

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	67 76.1%	88 82.2%	30 65.2%	26 83.9%	96 82.8%	29 72.5%	30 78.9%	10 71.4%	27 69.2%	19 76.0%	78 79.6%	44 68.8%	52 81.3%
		c	b										
2=No Change	18 20.5%	16 15.0%	11 23.9%	4 12.9%	17 14.7%	9 22.5%	6 15.8%	3 21.4%	10 25.6%	4 16.0%	16 16.3%	17 26.6%	11 17.2%
1=Less	3 3.4%	3 2.8%	5 10.9%	1 3.2%	3 2.6%	2 5.0%	2 5.3%	1 7.1%	2 5.1%	2 8.0%	4 4.1%	3 4.7%	1 1.6%
		c	b										
Mean	2.7	2.8	2.5	2.8	2.8	2.7	2.7	2.6	2.6	2.7	2.8	2.6	2.8
SD	0.5	0.5	0.7	0.5	0.5	0.6	0.6	0.6	0.6	0.6	0.5	0.6	0.4
		C	B										

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=1st Priority	41 36.6%	3 37.5%	1 33.3%	0 0.0%	3 60.0%	3 75.0%	4 36.4%	9 37.5%	5 31.3%	4 36.4%	1 50.0%	6 35.3%	2 20.0%
2=2nd Priority	30 26.8%	2 25.0%	1 33.3%	0 0.0%	1 20.0%	1 25.0%	3 27.3%	6 25.0%	6 37.5%	3 27.3%	0 0.0%	2 11.8%	5 50.0%
3=3rd Priority	41 36.6%	3 37.5%	1 33.3%	1 100.0%	1 20.0%	0 0.0%	4 36.4%	9 37.5%	5 31.3%	4 36.4%	1 50.0%	9 52.9%	3 30.0%
Mean	2.0	2.0	2.0	3.0	1.6	1.3	2.0	2.0	2.0	2.0	2.0	2.2	2.1
SD	0.9	0.9	1.0	0.0	0.9	0.5	0.9	0.9	0.8	0.9	1.4	1.0	0.7

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	9 26.5%	16 44.4%	10 35.7%	6 42.9%	16 37.2%	6 46.2%	4 25.0%	5 62.5%	5 26.3%	5 38.5%	18 40.9%	8 27.6%	8 34.8%
2=2nd Priority	12 35.3% b	5 13.9% ac	10 35.7% b	3 21.4%	8 18.6% ce	2 15.4%	8 50.0% a	1 12.5%	9 47.4% a	2 15.4%	10 22.7%	11 37.9%	5 21.7%
3=3rd Priority	13 38.2%	15 41.7%	8 28.6%	5 35.7%	19 44.2%	5 38.5%	4 25.0%	2 25.0%	5 26.3%	6 46.2%	16 36.4%	10 34.5%	10 43.5%
Mean	2.1	2.0	1.9	1.9	2.1	1.9	2.0	1.6	2.0	2.1	2.0	2.1	2.1
SD	0.8	0.9	0.8	0.9	0.9	1.0	0.7	0.9	0.7	1.0	0.9	0.8	0.9

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharm. L
1=1st Priority	59 36.0%	3 30.0%	3 37.5%	2 66.7%	1 20.0%	0 0.0%	9 34.6%	5 22.7% h	19 51.4% g	3 27.3%	2 50.0%	9 34.6%	3 30.0%
2=2nd Priority	62 37.8%	5 50.0%	1 12.5% f	1 33.3%	3 60.0%	0 0.0%	14 53.8% b	8 36.4%	12 32.4%	3 27.3%	1 25.0%	10 38.5%	4 40.0%
3=3rd Priority	43 26.2%	2 20.0%	4 50.0% fh	0 0.0%	1 20.0%	2 100.0% FHk	3 11.5% bEgi	9 40.9% fh	6 16.2% bEgi	5 45.5% fh	1 25.0%	7 26.9% e	3 30.0%
Mean	1.9	1.9	2.1	1.3	2.0	3.0	1.8	2.2	1.6	2.2	1.8	1.9	2.0
SD	0.8	0.7	1.0	0.6	0.7	0.0	0.7	0.8 h	0.8 g	0.9	1.0	0.8	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	29 43.9%	14 28.6%	10 32.3%	6 33.3%	28 37.8%	10 38.5%	6 33.3%	1 16.7%	10 38.5%	4 28.6%	22 37.9%	14 34.1%	13 36.1%
2=2nd Priority	24 36.4%	20 40.8%	15 48.4%	3 16.7%	29 39.2%	9 34.6%	5 27.8%	3 50.0%	9 34.6%	7 50.0%	18 31.0%	19 46.3%	13 36.1%
3=3rd Priority	13 19.7%	15 30.6%	6 19.4%	9 50.0%	17 23.0%	7 26.9%	7 38.9%	2 33.3%	7 26.9%	3 21.4%	18 31.0%	8 19.5%	10 27.8%
Mean	1.8	2.0	1.9	2.2	1.9	1.9	2.1	2.2	1.9	1.9	1.9	1.9	1.9
SD	0.8	0.8	0.7	0.9	0.8	0.8	0.9	0.8	0.8	0.7	0.8	0.7	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=1st Priority	39 41.1%	3 42.9%	0 0.0% h	0 0.0%	1 50.0%	0 0.0%	5 41.7%	3 42.9%	17 53.1% b	1 20.0%	0 0.0%	8 47.1%	1 33.3%
2=2nd Priority	31 32.6%	2 28.6%	3 60.0%	0 0.0%	1 50.0%	2 50.0%	4 33.3%	2 28.6%	8 25.0%	1 20.0%	1 100.0%	5 29.4%	2 66.7%
3=3rd Priority	25 26.3%	2 28.6%	2 40.0%	0 0.0%	0 0.0%	2 50.0%	3 25.0%	2 28.6%	7 21.9%	3 60.0%	0 0.0%	4 23.5%	0 0.0%
Mean	1.9	1.9	2.4	---	1.5	2.5	1.8	1.9	1.7	2.4	2.0	1.8	1.7
SD	0.8	0.9	0.5	---	0.7	0.6	0.8	0.9	0.8	0.9	0.0	0.8	0.6

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	13 37.1%	15 41.7%	11 57.9% d	0 0.0% c	16 41.0%	4 36.4%	7 58.3%	1 33.3%	8 47.1%	3 23.1%	16 48.5%	5 26.3%	12 52.2%
2=2nd Priority	13 37.1%	9 25.0%	6 31.6%	3 60.0%	13 33.3%	4 36.4%	3 25.0%	0 0.0%	5 29.4%	6 46.2%	10 30.3%	8 42.1%	5 21.7%
3=3rd Priority	9 25.7%	12 33.3%	2 10.5%	2 40.0%	10 25.6%	3 27.3%	2 16.7%	2 66.7%	4 23.5%	4 30.8%	7 21.2%	6 31.6%	6 26.1%
Mean	1.9	1.9	1.5	2.4	1.8	1.9	1.6	2.3	1.8	2.1	1.7	2.1	1.7
SD	0.8	0.9	0.7 d	0.5 c	0.8	0.8	0.8	1.2	0.8	0.8	0.8	0.8	0.9

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=1st Priority	62 28.8%	2 25.0%	3 23.1%	1 50.0%	1 20.0%	1 25.0%	8 32.0%	10 40.0%	8 21.6%	8 32.0%	1 16.7%	14 27.5%	5 35.7%
2=2nd Priority	82 38.1%	2 25.0%	6 46.2%	1 50.0%	2 40.0%	2 50.0%	7 28.0%	7 28.0%	15 40.5%	10 40.0%	2 33.3%	25 49.0%	3 21.4%
3=3rd Priority	71 33.0%	4 50.0%	4 30.8%	0 0.0%	2 40.0%	1 25.0%	10 40.0%	8 32.0%	14 37.8%	7 28.0%	3 50.0%	12 23.5%	6 42.9%
Mean	2.0	2.3	2.1	1.5	2.2	2.0	2.1	1.9	2.2	2.0	2.3	2.0	2.1
SD	0.8	0.9	0.8	0.7	0.8	0.8	0.9	0.9	0.8	0.8	0.8	0.7	0.9

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	21 32.8%	28 29.8%	5 17.2%	8 28.6%	22 23.2%	9 30.0%	13 37.1%	4 30.8%	8 33.3%	6 33.3%	18 22.5%	15 34.1%	17 31.5%
2=2nd Priority	19 29.7%	41 43.6%	8 27.6%	14 50.0%	41 43.2%	11 36.7%	11 31.4%	5 38.5%	10 41.7%	4 22.2%	34 42.5%	14 31.8%	19 35.2%
3=3rd Priority	24 37.5%	25 26.6%	16 55.2%	6 21.4%	32 33.7%	10 33.3%	11 31.4%	4 30.8%	6 25.0%	8 44.4%	28 35.0%	15 34.1%	18 33.3%
Mean	2.0	2.0	2.4	1.9	2.1	2.0	1.9	2.0	1.9	2.1	2.1	2.0	2.0
SD	0.8	0.8	0.8	0.7	0.8	0.8	0.8	0.8	0.8	0.9	0.8	0.8	0.8
		c	Bd	c									

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=1st Priority	58 33.1%	2 28.6%	6 60.0% H	0 0.0%	0 0.0%	3 50.0% h	5 29.4%	5 31.3%	4 12.5% Belkl	10 45.5% H	0 0.0%	17 37.0% h	6 46.2% h
2=2nd Priority	53 30.3%	2 28.6%	4 40.0% f	1 50.0%	0 0.0%	2 33.3%	1 5.9% bghij	6 37.5% f	12 37.5% f	8 36.4% f	2 66.7% f	12 26.1%	3 23.1%
3=3rd Priority	64 36.6%	3 42.9% b	0 0.0% acDFHk	1 50.0% b	1 100.0% B	1 16.7%	11 64.7% BI	5 31.3%	16 50.0% Bi	4 18.2% Fh	1 33.3%	17 37.0% b	4 30.8%
Mean	2.0	2.1	1.4	2.5	3.0	1.7	2.4	2.0	2.4	1.7	2.3	2.0	1.8
SD	0.8	0.9 b	0.5 acFgHjk	0.7 b	0.0	0.8 h	0.9 Bi	0.8 b	0.7 Belkl	0.8 fH	0.6 b	0.9 bh	0.9 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: Trusting Relationship

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	14 27.5%	30 36.6%	6 30.0%	8 36.4%	27 35.1%	10 33.3%	6 24.0%	3 27.3%	5 27.8%	7 50.0%	19 32.2%	18 41.9%	11 25.0%
2=2nd Priority	14 27.5%	29 35.4%	4 20.0%	6 27.3%	22 28.6%	8 26.7%	11 44.0%	5 45.5%	3 16.7%	4 28.6%	21 35.6% b	7 16.3% ac	18 40.9% b
3=3rd Priority	23 45.1% b	23 28.0% a	10 50.0%	8 36.4%	28 36.4%	12 40.0%	8 32.0%	3 27.3%	10 55.6%	3 21.4%	19 32.2%	18 41.9%	15 34.1%
Mean	2.2	1.9	2.2	2.0	2.0	2.1	2.1	2.0	2.3	1.7	2.0	2.0	2.1
SD	0.8	0.8	0.9	0.9	0.9	0.9	0.8	0.8	0.9	0.8	0.8	0.9	0.8

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=1st Priority	14 23.7%	3 37.5%	2 33.3%	0 0.0%	2 33.3%	0 0.0%	1 20.0%	1 20.0%	0 0.0%	1 14.3%	2 100.0%	2 18.2%	0 0.0%
2=2nd Priority	15 25.4%	3 37.5%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	3 60.0%	4 80.0%	0 0.0%	2 28.6%	0 0.0%	2 18.2%	0 0.0%
3=3rd Priority	30 50.8%	2 25.0%	4 66.7%	1 100.0%	3 50.0%	1 100.0%	1 20.0%	0 0.0%	5 100.0%	4 57.1%	0 0.0%	7 63.6%	2 100.0%
Mean	2.3	1.9	2.3	3.0	2.2	3.0	2.0	1.8	3.0	2.4	1.0	2.5	3.0
SD	0.8	0.8	1.0	0.0	1.0	0.0	0.7	0.4	0.0	0.8	0.0	0.8	0.0

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	2 13.3%	4 16.7%	5 35.7%	3 50.0%	7 33.3%	1 10.0%	2 25.0%	0 0.0%	3 23.1%	1 16.7%	5 23.8%	4 25.0%	3 25.0%
2=2nd Priority	6 40.0%	3 12.5%	4 28.6%	2 33.3%	3 14.3%	6 60.0%	0 0.0%	0 0.0%	3 23.1%	3 50.0%	5 23.8%	5 31.3%	4 33.3%
3=3rd Priority	7 46.7%	17 70.8%	5 35.7%	1 16.7%	11 52.4%	3 30.0%	6 75.0%	1 100.0%	7 53.8%	2 33.3%	11 52.4%	7 43.8%	5 41.7%
Mean	2.3	2.5	2.0	1.7	2.2	2.2	2.5	3.0	2.3	2.2	2.3	2.2	2.2
SD	0.7	0.8	0.9	0.8	0.9	0.6	0.9	0.0	0.9	0.8	0.8	0.8	0.8
		d	b	b									

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Existing products or services in existing markets	217	15	9	3	7	5	32	25	40	25	3	38	15
	56.4	54.7	49.3	65.0	55.7	64.0	46.3	61.7	54.3	61.6	56.7	59.5	61.0
	24.8	22.9	39.8	18.0	19.2	30.5	22.3	26.9	26.0	22.0	16.1	22.5	27.1
							gik	f		f		f	
New products or services in existing markets	217	15	9	3	7	5	32	25	40	25	3	38	15
	20.4	23.3	24.8	13.3	20.7	14.8	23.7	21.4	23.1	15.9	16.7	18.2	15.3
	18.4	19.3	26.4	12.6	13.4	18.0	17.6	21.4	21.1	12.7	7.6	16.3	19.8
Existing products or services in new markets	217	15	9	3	7	5	32	25	40	25	3	38	15
	15.8	12.3	17.2	20.0	16.4	15.0	18.8	11.9	15.8	17.1	16.7	16.6	13.3
	16.0	10.0	21.4	26.5	11.1	15.8	19.1	12.6	16.2	15.5	17.6	17.5	14.1
New products or services in new markets	217	15	9	3	7	5	32	25	40	25	3	38	15
	7.4	9.7	8.7	1.7	7.1	6.2	11.3	5.0	6.9	5.4	10.0	5.8	10.3
	11.8	12.7	9.1	2.9	5.7	10.7	15.1	8.7	8.2	8.4	10.0	8.7	25.8

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Existing products or services in existing markets	77 51.9 27.1	76 59.5 23.9	40 58.8 23.6	24 57.5 21.5	87 55.9 26.7	36 57.8 24.5	29 61.7 21.2	11 61.8 15.4	33 55.7 24.3	21 47.6 26.8	95 58.9 24.6	61 53.3 22.3
New products or services in existing markets	77 23.2 19.2 B	76 15.7 16.1 Ac	40 23.1 20.4 b	24 21.4 17.3	87 20.0 19.0	36 15.6 12.9 e	29 20.2 18.0	11 19.1 13.2	33 26.0 22.7 b	21 22.1 18.6	95 19.9 19.1	61 21.7 17.3	61 19.8 18.7
Existing products or services in new markets	77 14.3 15.9	76 19.4 17.8 c	40 12.6 12.9 b	24 14.6 13.1	87 16.2 18.1	36 17.0 14.2	29 13.8 14.1	11 15.9 17.4	33 12.1 11.6 f	21 20.2 17.6 e	95 14.3 14.3	61 16.4 15.1	61 17.5 19.1
New products or services in new markets	77 10.6 16.4 b	76 5.5 8.0 a	40 5.5 8.0	24 6.6 7.6	87 7.9 14.3	36 9.6 13.2	29 4.3 6.5 f	11 3.2 4.6 f	33 6.2 8.7	21 10.0 9.8 cd	95 7.0 13.8	61 8.7 11.2	61 6.9 9.0

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
Existing products or services in existing markets	214 50.0 23.5	15 50.7 24.7	9 43.8 32.5	3 63.3 18.9	7 39.3 22.4	5 54.8 30.1	31 45.2 23.4 g	25 59.7 26.7 f	37 47.0 23.0	25 53.8 24.3	3 56.7 16.1	39 50.8 19.4	15 45.3 21.0
New products or services in existing markets	214 22.8 17.5	15 22.0 11.1	9 29.2 25.6	3 15.0 15.0	7 32.9 13.5	5 20.0 18.7	31 22.7 16.7	25 23.1 22.0	37 23.5 16.9	25 19.9 19.0	3 16.7 7.6	39 22.9 16.0	15 20.7 18.6
Existing products or services in new markets	214 17.7 15.2	15 15.7 12.2	9 16.1 20.3	3 20.0 26.5	7 12.1 7.0	5 17.0 16.8	31 20.3 18.9	25 13.4 14.3	37 17.5 14.6	25 18.3 13.5	3 18.3 17.6	39 18.5 12.5	15 21.7 19.8
New products or services in new markets	214 9.6 14.0	15 11.7 13.2 g	9 10.9 10.4 g	3 1.7 2.9	7 15.7 15.4 G	5 8.2 15.1	31 11.8 17.3 g	25 3.8 6.8 abDfh	37 11.9 14.6 g	25 8.0 10.6	3 8.3 7.6	39 7.8 11.1	15 12.3 25.4

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Existing products or services in existing markets	75 46.7 25.0 c	76 49.5 21.6	40 56.9 23.4 a	23 50.4 24.0	84 48.7 23.0	36 51.9 23.5	29 55.0 21.7	11 53.4 19.5	33 50.6 24.8	21 42.3 28.0	95 51.8 23.6	60 49.3 22.5
New products or services in existing markets	75 24.1 18.3	76 19.8 15.8	40 23.3 15.4	23 27.5 22.5	84 23.8 19.3 b	36 14.9 11.5 adEF	29 20.0 14.6	11 25.3 15.1 b	33 28.0 18.1 B	21 26.7 18.9 B	95 21.4 17.0	60 21.5 17.2	59 26.2 18.5
Existing products or services in new markets	75 17.6 17.1	76 21.2 14.9 C	40 12.4 11.6 B	23 15.4 12.7	84 18.0 17.1	36 21.7 14.2 E	29 17.4 13.5	11 18.2 14.5	33 12.1 11.0 B	21 18.1 15.9	95 16.4 13.3	60 20.3 17.3	59 16.9 15.7
New products or services in new markets	75 11.7 17.2	76 9.5 11.8	40 7.4 13.9	23 6.7 7.7	84 9.5 15.5	36 11.5 17.1	29 7.6 9.1	11 3.2 4.0 f	33 9.3 13.2	21 12.9 11.7 d	95 10.3 18.0	60 8.8 10.7	59 9.2 8.9

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
Growth from your firm internally	221 76.1 27.2	15 71.0 30.1 k	10 62.5 35.5 gK	3 90.0 10.0	7 52.1 31.9 FGiK	5 62.0 41.9 k	32 81.9 24.2 Dh	25 85.7 24.2 bDH	41 65.9 30.6 fGK	25 79.8 23.5 d	3 70.0 30.0	40 85.0 18.1 aBDeH	15 74.3 25.8
Growth from partnerships	221 10.1 16.0	15 11.9 19.4	10 24.0 35.1 fik	3 6.7 11.5	7 17.9 12.9 Ik	5 7.0 13.0	32 7.5 14.0 b	25 7.2 14.8	41 12.0 11.0 I	25 4.2 8.3 bDHI	3 13.3 11.5	40 7.6 11.7 bdl	15 18.3 25.7 ik
Growth from acquisitions	221 8.6 18.4	15 11.0 20.4	10 11.5 25.8	3 3.3 5.8	7 12.1 17.8 g	5 25.0 43.3 gk	32 7.5 16.1	25 2.4 6.5 dehi	41 12.4 22.6 g	25 12.2 22.7 g	3 10.0 17.3	40 5.4 11.9 e	15 3.0 5.9
Growth from licensing arrangements	221 5.2 13.0	15 6.1 11.6	10 2.0 6.3	3 0.0 0.0	7 17.9 28.8 fK	5 6.0 10.8	32 3.1 6.6 d	25 4.7 13.4	41 9.7 19.9 k	25 3.8 11.2	3 6.7 5.8	40 2.0 5.0 Dh	15 4.3 8.0

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Growth from your firm internally	77	78	40	26	89	36	30	11	34	21	96	63	62
	76.1	77.2	75.0	74.4	77.5	74.4	78.0	74.1	72.6	77.1	77.6	75.9	74.0
Growth from partnerships	26.6	25.2	32.0	28.6	27.9	29.1	25.5	31.3	28.7	20.5	26.9	23.6	31.2
	77	78	40	26	89	36	30	11	34	21	96	63	62
Growth from acquisitions	9.4	9.8	11.6	11.0	12.5	11.3	7.2	9.1	6.0	9.3	9.7	10.4	10.5
	14.7	14.7	16.9	21.8	17.8	16.7	18.6	15.0	9.2	10.3	14.8	14.9	18.8
Growth from licensing arrangements	77	78	40	26	89	36	30	11	34	21	96	63	62
	7.7	10.1	6.8	10.0	5.2	10.6	13.0	12.3	10.4	8.6	8.4	9.3	8.2
Growth from partnerships	17.3	19.9	15.5	21.2	16.6	23.5	18.7	22.1	18.4	10.9	19.3	15.7	19.6
	77	78	40	26	89	36	30	11	34	21	96	63	62
Growth from licensing arrangements	6.8	2.9	6.7	4.6	4.8	3.8	1.8	4.5	10.9	5.0	4.3	4.4	7.3
	14.9	8.0	16.5	12.5	13.3	10.7	5.3	9.6	19.2	9.7	13.4	8.8	15.6

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Domestic sales percent	226	15	10	3	7	5	32	26	41	25	4	42	16
	85.4	84.3	90.3	88.3	81.6	76.4	78.3	89.0	78.8	89.6	95.0	89.2	93.2
	19.0	19.8	14.9	20.2	21.4	32.3	21.3	15.9	19.7	17.5	10.0	16.6	17.1
							gikl	fh	gikl	fh		fh	fh
Internet sales percent	226	15	10	3	7	5	32	26	41	25	4	42	16
	12.4	8.6	23.3	10.3	14.7	6.4	10.0	11.9	14.8	14.2	32.0	11.0	6.2
	19.5	17.2	21.6	17.0	22.6	8.6	16.1	19.9	21.9	20.0	26.4	19.8	15.6
		j	fl				bj				afl		bj

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

Topic 2: Firm Growth Strategies

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Domestic sales percent	77 78.0 21.1 BcD	80 88.9 16.8 A	41 87.0 18.8 a	28 93.3 11.8 A	92 91.2 14.2 EF	37 86.8 18.3 eF	30 88.6 15.4 EF	12 87.5 19.1 f	34 75.3 20.0 AbC	21 67.7 25.8 ABCd	98 87.1 18.1	64 83.6 19.9	64 84.5 19.6
Internet sales percent	77 10.2 17.0 D	80 10.9 18.6 d	41 13.2 21.1	28 21.7 23.6 Ab	92 15.7 22.4 b	37 5.9 12.9 af	30 10.3 16.9	12 12.2 23.3	34 10.0 15.7	21 16.6 19.6 b	98 0.0 0.0	64 5.1 3.8 C	64 38.7 18.5 B

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

Topic 3: Marketing Spending

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
Overall marketing spending	146 8.7 16.3	11 2.5 4.1 E	3 2.0 1.7	1 0.0 ---	5 3.6 4.2	2 27.5 31.8 A	22 5.7 15.9	20 8.3 15.5	24 11.4 17.7	17 7.1 17.8	3 6.7 2.9	27 12.7 18.3	11 10.7 20.6
Digital marketing spending	135 14.7 23.3	10 6.1 3.8	3 11.7 7.6	1 0.0 ---	5 8.8 12.5	1 20.0 ---	20 12.7 22.8	21 21.4 24.8	22 16.9 29.9	17 12.2 23.8	3 8.3 5.8	22 15.1 23.2	10 19.2 29.4
Traditional advertising spending	122 -1.1 13.7	10 0.2 10.0	3 -0.3 2.5	1 -2.0 ---	3 -17.7 22.5 1	0 --- ---	22 -4.5 12.0	20 2.6 15.8	17 -1.5 16.2	15 -0.1 13.9	3 5.0 5.0	19 -1.1 15.1	9 -0.2 6.5 d
Customer relationship management	126 7.5 9.7	6 3.5 5.0	4 10.0 10.8	1 5.0 ---	5 6.6 7.8	1 25.0 ---	20 5.9 7.7	18 7.6 10.5	18 9.7 12.8	18 5.4 7.5	3 6.7 7.6	24 10.1 11.3	8 4.0 5.7
New product introductions	121 6.9 11.0	7 11.1 9.7 K	3 10.0 13.2	1 2.0 ---	3 1.7 10.4	2 7.5 3.5	22 7.7 10.3	17 10.8 15.3 k	21 7.6 10.4	15 6.5 12.5	3 8.3 10.4	19 3.3 4.0 Ag	8 1.1 14.7
Brand building	122 5.6 11.1	8 2.6 3.5	3 0.7 1.2	1 1.0 ---	5 7.2 12.9	0 --- ---	21 3.1 10.3	17 5.1 14.4	18 7.9 12.4	16 5.2 10.8	3 3.3 5.8	23 7.6 10.7	7 9.4 14.0
New service introductions	113 5.0 7.4	6 2.5 3.8	3 8.3 10.4 f	1 10.0 ---	4 7.5 8.7 f	1 10.0 ---	19 1.2 4.3 bdhjK	13 2.5 6.0 k	20 6.9 8.8 f	15 3.5 6.7	3 8.3 10.4 f	22 8.2 7.5 Fg	6 4.2 10.2

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

Topic 3: Marketing Spending

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Overall marketing spending	51 9.1 17.8	51 9.2 17.3	30 5.0 9.0	14 13.4 19.5	53 13.0 20.7 ef	22 9.0 12.4 f	22 9.1 16.4	11 8.0 10.4 f	26 4.2 10.6 a	12 -1.2 9.4 abd	63 6.6 13.2	46 10.7 19.8	37 9.7 16.5
Digital marketing spending	48 15.0 25.6	45 16.2 25.1	28 10.1 12.8	14 18.4 26.2	47 17.7 28.6	22 18.6 28.4	20 11.7 23.0	10 16.0 13.5	25 10.6 13.6	11 8.2 5.4	57 12.6 23.8	44 16.8 22.8	34 15.7 23.5
Traditional advertising spending	45 -0.4 16.6	36 -2.9 13.4	29 -1.4 6.9	12 2.1 15.3	40 0.2 16.2	21 -3.0 14.7	17 5.4 14.6 eF	10 -1.0 8.3	23 -2.9 7.6 c	11 -8.9 10.7 C	49 -2.4 13.0	42 0.8 15.3	31 -1.7 12.5
Customer relationship management	41 7.6 9.9	45 8.1 9.9	27 6.5 9.8	13 7.2 8.3	46 8.7 10.4	20 7.6 9.8	19 6.8 9.6	9 6.1 6.0	21 4.9 8.8	11 9.4 10.8	54 7.0 9.2	40 8.4 10.8	32 7.1 9.0
New product introductions	48 8.7 12.4	35 4.7 6.5	25 5.8 11.7	13 8.4 13.6	41 5.4 11.7	21 7.7 10.4	18 8.8 10.8	9 9.1 14.3	21 5.8 10.4	11 8.4 9.1	51 5.6 11.3	39 9.1 10.9	31 6.4 10.5
Brand building	42 5.2 11.2	42 7.0 10.3	26 3.9 12.1	12 6.0 12.2	42 6.1 12.0	19 6.6 8.2	17 3.9 9.6	10 8.0 19.6	24 4.7 9.3	10 4.6 9.2	51 5.2 9.5	40 7.8 13.2	31 3.6 10.5
New service introductions	39 3.8 6.5 b	41 7.6 7.9 aC	19 1.1 4.2 Bd	14 6.0 9.0 c	39 5.1 8.6	20 6.6 8.0	18 5.1 7.4	8 2.1 3.6	18 3.4 5.4	10 6.4 6.6	44 4.7 7.6	37 4.8 7.0	32 5.6 7.7

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

Topic 3: Marketing Spending

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
What percent of your marketing budget do you currently spend on mobile activities?	174 3.2 4.8	11 4.2 4.3	6 5.1 5.4	2 0.5 0.7	5 7.0 7.6	3 0.0 0.0	26 2.7 4.6	21 5.2 5.3	28 2.7 4.9	22 4.3 5.5	3 5.7 4.0	33 1.3 3.2	14 2.6 4.2
		k	k		K			K		k	k	abDGij	
What percent will you spend on mobile activities in three years?	173 9.0 9.1	11 9.4 8.6	6 12.0 12.5	2 0.5 0.7	5 15.8 10.5	3 0.0 0.0	26 7.0 7.5	21 12.2 9.2	28 10.3 10.2	22 11.4 10.9	3 11.7 5.8	32 5.2 7.3	14 9.3 6.7
					fK		dg	fK	k	k		DGhi	

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

Topic 3: Marketing Spending

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %			
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%	
	A	B	C	D	A	B	C	D	E	F	A	B	C	
What percent of your marketing budget do you currently spend on mobile activities?	60 2.2 4.1 C	62 3.0 4.8 c	33 5.5 5.4 Ab	19 3.2 4.7	69 2.5 4.5 dF	28 2.1 3.9 dF	26 3.0 4.2 f	11 5.6 5.9 ab	27 3.6 4.6	13 6.8 6.7	ABc	75 1.9 3.9 bC	50 3.6 4.8 a	49 4.8 5.4 A
What percent will you spend on mobile activities in three years?	60 8.2 8.6	61 8.3 9.4	33 11.4 9.0	19 9.9 10.0	68 8.8 9.3	28 7.0 7.5	26 9.5 9.4	11 11.1 8.9	27 8.7 8.9	13 12.6 11.7	C	74 6.6 7.7 C	50 9.6 9.0	49 12.1 10.4 A

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	107 73.3%	9 81.8%	2 66.7%	0 0.0% k	3 60.0%	2 100.0%	15 68.2%	14 70.0%	17 70.8%	10 58.8%	3 100.0%	23 85.2% c	9 81.8%
0=Zero	23 15.8%	0 0.0% Cd	1 33.3%	1 100.0% AfKI	2 40.0% a	0 0.0%	3 13.6% c	4 20.0%	5 20.8%	4 23.5%	0 0.0%	2 7.4% C	1 9.1% c
-1=Negative	16 11.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 18.2%	2 10.0%	2 8.3%	3 17.6%	0 0.0%	2 7.4%	1 9.1%
Mean	0.6	0.6	0.7	0.0	0.6	1.0	0.5	0.6	0.6	0.4	1.0	0.8	0.7
SD	0.7	0.8	0.6	0.0	0.5	0.0	0.8	0.7	0.6	0.8	0.0	0.6	0.6

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	37 72.5%	40 78.4%	20 66.7%	10 71.4%	43 81.1% e	18 81.8%	16 72.7%	8 72.7%	15 57.7% a	7 58.3%	46 73.0%	34 73.9%	27 73.0%
0=Zero	6 11.8%	6 11.8%	7 23.3%	4 28.6%	6 11.3% e	4 18.2%	3 13.6%	1 9.1%	8 30.8% a	1 8.3%	12 19.0%	5 10.9%	6 16.2%
-1=Negative	8 15.7%	5 9.8%	3 10.0%	0 0.0%	4 7.5% f	0 0.0% dF	3 13.6%	2 18.2% b	3 11.5%	4 33.3% aB	5 7.9%	7 15.2%	4 10.8%
Mean	0.6	0.7	0.6	0.7	0.7	0.8	0.6	0.5	0.5	0.3	0.7	0.6	0.6
SD	0.8	0.6	0.7	0.5	0.6 f	0.4 ef	0.7	0.8	0.7 b	1.0 ab	0.6	0.7	0.7

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	106 78.5%	9 90.0%	3 100.0%	0 0.0%	4 80.0%	1 100.0%	17 85.0%	19 90.5%	14 63.6%	12 70.6%	3 100.0%	16 72.7%	8 80.0%
0=Zero	26 19.3%	1 10.0%	0 0.0%	1 100.0%	1 20.0%	0 0.0%	3 15.0%	2 9.5%	7 31.8%	4 23.5%	0 0.0%	5 22.7%	2 20.0%
-1=Negative	3 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	1 5.9%	0 0.0%	1 4.5%	0 0.0%
Mean	0.8	0.9	1.0	0.0	0.8	1.0	0.9	0.9	0.6	0.6	1.0	0.7	0.8
SD	0.5	0.3	0.0	0.0	0.4	0.0	0.4	0.3 h	0.6 g	0.6	0.0	0.6	0.4

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	36 75.0%	36 80.0%	22 78.6%	12 85.7%	33 70.2%	19 86.4%	16 80.0%	8 80.0%	20 80.0%	10 90.9%	39 68.4% c	37 84.1%	30 88.2% a
0=Zero	11 22.9%	7 15.6%	6 21.4%	2 14.3%	12 25.5%	3 13.6%	4 20.0%	2 20.0%	4 16.0%	1 9.1%	17 29.8% c	6 13.6%	3 8.8% a
-1=Negative	1 2.1%	2 4.4%	0 0.0%	0 0.0%	2 4.3%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 1.8%	1 2.3%	1 2.9%
Mean	0.7	0.8	0.8	0.9	0.7	0.9	0.8	0.8	0.8	0.9	0.7	0.8	0.9
SD	0.5	0.5	0.4	0.4	0.6	0.4	0.4	0.4	0.5	0.3	0.5	0.4	0.4

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=Positive	40 32.8%	6 60.0% i	1 33.3%	0 0.0%	0 0.0%	0 0.0%	6 27.3%	11 55.0% i	4 23.5%	2 13.3% ag	2 66.7%	5 26.3%	3 33.3%
0=Zero	44 36.1%	2 20.0%	1 33.3%	0 0.0%	1 33.3%	0 0.0%	7 31.8%	2 10.0% hIKl	8 47.1% g	8 53.3% G	1 33.3%	10 52.6% G	4 44.4% g
-1=Negative	38 31.1%	2 20.0%	1 33.3%	1 100.0%	2 66.7%	0 0.0%	9 40.9%	7 35.0%	5 29.4%	5 33.3%	0 0.0%	4 21.1%	2 22.2%
Mean	0.0	0.4	0.0	-1.0	-0.7	---	-0.1	0.2	-0.1	-0.2	0.7	0.1	0.1
SD	0.8	0.8	1.0	0.0	0.6 j	---	0.8	1.0	0.7	0.7	0.6 d	0.7	0.8

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	16 35.6%	8 22.2%	12 41.4%	4 33.3%	12 30.0%	7 33.3%	7 41.2%	5 50.0%	7 30.4%	2 18.2%	15 30.6%	17 40.5%	8 25.8%
0=Zero	17 37.8%	17 47.2%	7 24.1%	3 25.0%	18 45.0% f	6 28.6%	8 47.1% f	3 30.0%	8 34.8%	1 9.1% ac	19 38.8%	15 35.7%	10 32.3%
-1=Negative	12 26.7%	11 30.6%	10 34.5%	5 41.7%	10 25.0% F	8 38.1%	2 11.8% F	2 20.0% f	8 34.8% f	8 72.7% ACde	15 30.6%	10 23.8%	13 41.9%
Mean	0.1	-0.1	0.1	-0.1	0.1	0.0	0.3	0.3	0.0	-0.5	0.0	0.2	-0.2
SD	0.8	0.7	0.9	0.9	0.7 f	0.9	0.7 F	0.8 f	0.8	0.8 aCd	0.8	0.8	0.8

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=Positive	75 61.5%	5 62.5%	1 33.3%	1 100.0%	4 80.0%	0 0.0%	14 66.7%	8 47.1%	11 61.1%	8 50.0%	1 33.3%	17 73.9%	5 71.4%
0=Zero	40 32.8%	3 37.5%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	5 23.8%	8 47.1%	6 33.3%	7 43.8%	2 66.7%	5 21.7%	2 28.6%
-1=Negative	7 5.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	2 9.5%	1 5.9%	1 5.6%	1 6.3%	0 0.0%	1 4.3%	0 0.0%
Mean	0.6	0.6	0.3	1.0	0.6	---	0.6	0.4	0.6	0.4	0.3	0.7	0.7
SD	0.6	0.5	0.6	0.0	0.9	---	0.7	0.6	0.6	0.6	0.6	0.6	0.5

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	27 64.3%	30 71.4%	13 50.0%	5 41.7%	25 59.5%	11 57.9%	9 52.9%	8 80.0%	16 66.7%	6 60.0%	33 64.7%	27 67.5%	15 48.4%
0=Zero	13 31.0%	9 21.4%	11 42.3%	7 58.3%	14 33.3%	7 36.8%	8 47.1%	1 10.0%	7 29.2%	3 30.0%	15 29.4%	11 27.5%	14 45.2%
		d		b									
-1=Negative	2 4.8%	3 7.1%	2 7.7%	0 0.0%	3 7.1%	1 5.3%	0 0.0%	1 10.0%	1 4.2%	1 10.0%	3 5.9%	2 5.0%	2 6.5%
Mean	0.6	0.6	0.4	0.4	0.5	0.5	0.5	0.7	0.6	0.5	0.6	0.6	0.4
SD	0.6	0.6	0.6	0.5	0.6	0.6	0.5	0.7	0.6	0.7	0.6	0.6	0.6

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=Positive	82 65.1%	3 50.0%	3 75.0%	1 100.0%	4 80.0%	1 100.0%	12 60.0%	12 66.7%	12 66.7%	9 50.0%	2 66.7%	19 79.2%	4 50.0%
0=Zero	44 34.9%	3 50.0%	1 25.0%	0 0.0%	1 20.0%	0 0.0%	8 40.0%	6 33.3%	6 33.3%	9 50.0%	1 33.3%	5 20.8%	4 50.0%
-1=Negative	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.7	0.5	0.8	1.0	0.8	1.0	0.6	0.7	0.7	0.5	0.7	0.8	0.5
SD	0.5	0.5	0.5	0.0	0.4	0.0	0.5	0.5	0.5	0.5 k	0.6	0.4 i	0.5

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	27 65.9%	31 68.9%	16 59.3%	8 61.5%	32 69.6%	11 55.0%	13 68.4%	5 55.6%	14 66.7%	7 63.6%	35 64.8%	27 67.5%	20 62.5%
0=Zero	14 34.1%	14 31.1%	11 40.7%	5 38.5%	14 30.4%	9 45.0%	6 31.6%	4 44.4%	7 33.3%	4 36.4%	19 35.2%	13 32.5%	12 37.5%
-1=Negative	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.7	0.7	0.6	0.6	0.7	0.6	0.7	0.6	0.7	0.6	0.6	0.7	0.6
SD	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Positive	80 66.1%	6 85.7%	2 66.7%	1 100.0%	2 66.7%	2 100.0%	17 77.3%	10 58.8%	16 76.2%	7 46.7%	2 66.7%	12 63.2%	3 37.5%
0=Zero	35 28.9%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	4 18.2%	6 35.3%	5 23.8%	7 46.7%	1 33.3%	7 36.8%	4 50.0%
-1=Negative	6 5.0%	1 14.3%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 4.5%	1 5.9%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	1 12.5%
Mean	0.6	0.7	0.7	1.0	0.3	1.0	0.7	0.5	0.8	0.4	0.7	0.6	0.3
SD	0.6	0.8	0.6	0.0	1.2	0.0	0.6	0.6	0.4	0.6	0.6	0.5	0.7

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	37 77.1%	20 57.1%	15 60.0%	8 61.5%	24 58.5%	13 61.9%	14 77.8%	6 66.7%	15 71.4%	8 72.7%	32 62.7%	30 76.9%	18 58.1%
0=Zero	10 20.8% b	15 42.9% a	6 24.0%	4 30.8%	13 31.7%	8 38.1%	4 22.2%	3 33.3%	4 19.0%	3 27.3%	16 31.4%	9 23.1%	10 32.3%
-1=Negative	1 2.1% c	0 0.0% c	4 16.0% ab	1 7.7%	4 9.8%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	3 5.9%	0 0.0%	3 9.7%
Mean	0.8	0.6	0.4	0.5	0.5	0.6	0.8	0.7	0.6	0.7	0.6	0.8	0.5
SD	0.5 c	0.5	0.8 a	0.7	0.7	0.5	0.4	0.5	0.7	0.5	0.6	0.4 c	0.7 b

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=Positive	62 54.9%	4 66.7%	2 66.7%	1 100.0%	3 75.0%	1 100.0%	5 26.3% hK	3 23.1% hK	13 65.0% fgl	9 60.0%	2 66.7%	18 81.8% FGL	1 16.7% hK
0=Zero	48 42.5%	2 33.3%	1 33.3%	0 0.0%	1 25.0%	0 0.0%	13 68.4% hK	10 76.9% hiK	6 30.0% fgl	5 33.3% g	1 33.3%	4 18.2% FGL	5 83.3% hK
-1=Negative	3 2.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	1 5.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%
Mean	0.5	0.7	0.7	1.0	0.8	1.0	0.2	0.2	0.6	0.5	0.7	0.8	0.2
SD	0.6	0.5	0.6	0.0	0.5	0.0	0.5 hK	0.4 K	0.6 f	0.6	0.6	0.4 FGL	0.4 K

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Positive	17 43.6% B	30 73.2% AC	6 31.6% B	9 64.3%	23 59.0%	11 55.0%	10 55.6%	3 37.5%	9 50.0%	6 60.0%	23 52.3%	19 51.4%	20 62.5%
0=Zero	21 53.8% b	11 26.8% aC	12 63.2% B	4 28.6%	14 35.9%	9 45.0%	8 44.4%	5 62.5%	8 44.4%	4 40.0%	20 45.5%	17 45.9%	11 34.4%
-1=Negative	1 2.6%	0 0.0%	1 5.3%	1 7.1%	2 5.1%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	1 2.3%	1 2.7%	1 3.1%
Mean	0.4	0.7	0.3	0.6	0.5	0.6	0.6	0.4	0.4	0.6	0.5	0.5	0.6
SD	0.5 B	0.4 AC	0.6 B	0.6	0.6	0.5	0.5	0.5	0.6	0.5	0.5	0.6	0.6

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

Topic 3: Marketing Spending

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
	Percent of budget	168 10.1 9.7	10 12.6 8.8 I	6 14.7 12.8 i	2 3.5 3.5	6 14.2 8.6 I	3 3.8 3.1	25 9.4 8.0	21 9.5 8.5	27 11.8 11.5 i	20 5.4 4.6 AbDhl	3 11.7 7.6	31 9.5 10.6

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

Topic 3: Marketing Spending

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

Number of respondents 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	58	60	32	18	68	26	25	11	26	12	72	49	47
	9.2	9.1	12.7	11.5	12.2	5.8	8.3	7.4	11.8	10.6	8.1	9.9	13.4
	8.9	9.6	10.5	11.1	10.3 B	5.3 AE	9.2	10.4	9.5 B	12.0	8.7 C	10.2	10.1 A

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

Topic 3: Marketing Spending

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number of respondents													
Mean													
SD													
Percent of revenues	169	10	6	2	6	3	26	22	27	20	3	32	12
	8.3	9.1	10.5	1.5	8.5	3.3	4.8	8.8	14.4	2.6	32.0	6.2	11.5
	10.7	10.6	8.9	2.1	11.4	2.9	6.1	12.3	14.4	3.1	10.4	8.1	9.5
		iJ	Ij	j	ij	j	HJl	iJ	FIK	aBdgHJL	AbcdeFGIK	HJ	fIJ
											L		

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

Topic 3: Marketing Spending

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

Number of respondents 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	59	61	32	17	67	27	25	10	27	13	76	46	47
	7.4	8.6	9.1	9.3	11.1	6.9	4.5	8.0	6.9	8.1	6.1	7.0	13.3
	9.7	11.4	10.3	12.4	11.2	11.6	5.3	13.1	8.7	13.4	8.9	8.1	13.6
					C		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 do you spend on domestic markets?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number of respondents													
Mean													
SD													
% of marketing budget	226	15	10	3	7	5	32	26	41	25	4	42	16
	87.8	87.3	98.8	90.0	83.6	67.0	82.7	91.7	80.9	91.0	98.8	91.1	94.1
	19.2	19.8	3.2 Efh	17.3	23.2	30.1 BGiKl	20.9 b	15.3 Eh	21.9 bgkl	17.6 e	2.5	16.8 Eh	15.4 eh

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

Topic 3: Marketing Spending

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
% of marketing budget	77	80	41	28	92	37	30	12	34	21	98	64	64
	82.2	90.8	88.1	94.0	94.2	84.9	91.8	91.7	79.9	69.5	87.5	86.0	90.0
	21.4	17.3	19.3	14.0	14.1	21.6	13.8	15.1	20.7	24.4	19.8	20.2	17.3
	BD	A		A	BEF	Af	EF	F	AC	AbCD			

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

Topic 4: Financial and Marketing Performance

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
	Sales Revenue	184 4.1 5.6	12 2.8 6.8	7 4.7 4.3	3 7.7 4.0	6 0.8 8.6	4 6.0 4.7	29 3.5 4.6	24 2.1 5.6 k	26 4.5 5.6	24 5.0 6.3	3 4.7 4.0	32 5.5 5.2 g
Profits	176 3.1 5.6	12 1.7 6.5	6 2.8 4.2	2 10.0 0.0	6 5.3 4.8	4 2.0 5.3	28 1.7 6.5	24 1.3 4.7 hik	25 4.4 4.8 g	22 4.9 6.2 g	3 1.3 3.2	30 4.4 4.6 g	14 1.6 6.8
Customer acquisition	172 3.1 4.5	11 2.1 4.1	7 3.7 3.1	2 1.5 2.1	6 1.7 6.5	3 5.3 4.5	23 2.5 2.1 l	23 0.6 4.4 iKL	27 3.2 5.1	22 3.7 5.5 g	3 5.3 4.0	31 4.1 3.9 G	14 5.4 5.4 fG
Marketing ROI	154 3.0 4.3	11 2.0 3.8	5 2.2 4.4	2 6.5 4.9	5 3.2 4.3	2 5.0 7.1	20 2.4 4.5	24 3.8 4.0	25 3.3 4.7	18 3.0 3.4	3 1.0 1.7	27 2.8 3.3	12 2.5 7.1
Brand value	146 2.9 4.0	11 2.3 5.4	6 4.3 4.6 g	2 2.5 3.5	6 4.3 4.8 g	4 0.3 0.5 jl	18 2.2 2.5 j	19 0.7 3.4 bdHjkl	24 4.0 4.2 G	18 2.5 4.5	3 6.0 3.6 efg	22 3.6 4.1 g	13 3.6 2.9 eg
Customer retention	170 2.1 4.8	11 -0.3 3.5 DhjL	6 2.8 4.7	2 0.0 9.9	6 5.0 3.6 Afg	3 0.0 0.0	22 1.4 2.9 djl	24 -0.3 5.1 dHkL	28 3.9 5.8 aG	22 1.7 5.0	3 5.3 4.5 af	29 2.4 4.2 g	14 4.6 4.8 AfG
Market share	171 2.0 4.5	12 0.8 4.6	6 3.7 3.8	2 2.0 1.4	6 -1.7 7.8 hk	3 2.3 1.2	28 1.7 3.5 hj	25 0.2 4.0 Hjk	26 4.4 5.5 dfGi	21 1.3 4.0 hj	3 6.7 2.9 fgik	26 2.3 3.0 dgj	13 2.8 5.2

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

Topic 4: Financial and Marketing Performance

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	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	63 4.9 4.5 c	63 4.1 6.1	37 2.2 6.8 ad	21 5.5 3.9 c	69 4.4 5.9	30 5.0 5.4	27 4.8 5.4	11 3.3 6.5	29 2.7 5.3	18 3.8 5.3	79 4.4 5.9	56 4.4 4.5	49 3.4 6.3
Profits	60 2.9 5.8	60 3.9 5.1	37 1.8 6.4	19 4.2 4.4	64 2.4 5.8	30 3.6 5.8	26 3.3 6.3	11 4.6 4.8	27 2.9 4.9	18 4.3 5.2	75 2.9 6.2	53 3.3 4.6	48 3.3 5.7
Customer acquisition	57 2.6 3.9	60 3.7 4.8	36 2.2 5.3	19 4.5 3.2	66 3.8 4.4 e	28 2.1 4.5	25 3.6 5.1	10 3.9 4.6	25 1.4 4.2 a	18 3.2 4.1	75 2.8 4.9	51 3.0 4.1	46 3.7 4.4
Marketing ROI	52 3.2 4.3	51 2.8 4.4	33 2.7 4.5	18 3.1 3.6	55 2.7 4.9	25 3.2 3.6	23 2.2 3.5	9 3.7 3.2	25 3.4 4.9	17 3.5 3.6	62 2.5 4.7	48 2.9 4.1	44 3.6 3.9
Brand value	48 3.9 3.6 C	47 3.4 4.2 C	33 0.8 4.0 AB	18 2.7 3.2	54 3.8 4.0	23 3.0 3.1	23 2.0 4.1	8 1.1 2.5	22 2.5 4.6	16 2.5 4.6	59 2.9 3.8	45 2.8 3.6	42 3.0 4.7
Customer retention	57 2.9 5.2 c	58 2.6 4.8	36 0.7 4.6 a	19 1.5 4.1	66 3.5 4.8 C	28 1.8 5.4	25 0.2 4.0 A	10 1.8 6.4	24 1.5 4.6	17 1.6 3.6	74 2.4 4.9	49 1.8 4.4	47 2.1 5.2
Market share	62 2.8 4.0 c	53 2.0 4.5	36 0.6 5.5 a	20 2.3 3.6	59 2.9 4.7 e	28 2.2 4.7	24 1.6 4.3	11 0.3 4.6	31 0.9 4.3 a	18 2.4 3.3	72 2.1 5.0	52 2.0 3.1	47 1.9 4.9

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

Topic 4: Financial and Marketing Performance

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

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
	Sales Revenue	182 7.1 3.7	12 5.0 4.0 bKL	7 8.6 2.4 a	3 8.3 2.9	6 7.0 4.0	4 5.5 4.2	27 7.3 2.9	24 5.3 4.9 Kl	27 7.3 3.6	24 7.0 4.2	2 7.5 3.5	32 8.3 2.8 AG
Profits	175 5.9 4.2	12 4.1 4.5 ik	6 7.8 2.5 e	2 10.0 0.0	6 6.3 4.3	4 -0.5 6.7 bfgHIKl	26 5.5 4.4 e	24 4.4 3.9 eik	26 6.3 3.6 E	22 7.1 3.9 aEg	2 6.0 1.4	30 7.0 3.3 aEg	15 6.1 5.2 e
Customer acquisition	172 5.8 3.6	11 3.9 3.8 hKl	7 6.3 3.5	2 3.0 0.0	6 5.5 2.3	3 7.7 4.0	22 4.9 3.3 kl	23 4.0 4.2 hKL	28 6.4 3.0 ag	22 5.5 3.2 l	2 4.0 1.4	31 7.3 3.3 AfG	15 7.9 3.5 afGi
Marketing ROI	152 5.2 3.8	11 4.9 3.5	5 4.8 4.9	2 6.5 4.9	5 6.6 3.2	2 5.0 7.1	19 5.5 3.3	23 4.0 4.8	26 5.2 4.0	18 5.0 3.4	2 4.0 1.4	27 5.4 3.3	12 6.2 3.6
Brand value	146 5.0 3.9	11 4.0 4.8	6 6.8 3.8	2 2.0 1.4	6 7.2 3.2 ei	4 2.0 2.4 dhk	18 4.6 3.6	19 3.8 4.5	24 6.2 3.9 ei	18 3.4 3.5 dhk	2 6.5 4.9	22 6.1 3.6 ei	14 5.6 3.1
Customer retention	171 4.6 4.2	11 2.3 4.0 bkl	6 6.7 3.4 a	2 0.0 7.1	6 6.3 3.2	3 1.7 2.9	22 3.8 3.9	24 3.7 3.6	29 5.5 5.0	22 3.6 4.1	2 6.5 4.9	29 5.8 4.0 a	15 6.1 3.9 a
Market share	168 4.5 3.5	12 2.8 3.8 h	6 6.3 3.2	2 2.0 1.4	6 5.2 2.6	3 1.7 2.9 h	26 4.4 3.0 h	24 3.4 4.1 h	27 6.3 3.6 aefgi	21 3.5 3.5 h	2 6.0 1.4	26 4.8 3.3	13 5.5 2.8

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

Topic 4: Financial and Marketing Performance

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Sales Revenue	62 7.5 3.1 C	63 8.2 3.2 C	37 4.8 4.6 AB	20 7.1 3.3	69 8.3 2.9 cDEf	29 7.8 3.3 E	27 6.6 3.8 a	11 5.2 5.1 A	28 5.2 4.0 AB	18 6.4 4.1 a	78 7.8 3.2 b	56 6.2 4.3 a	48 7.1 3.5
Profits	59 5.6 4.6	61 6.9 3.2 C	37 4.7 4.7 B	18 6.3 3.9	65 6.5 4.3	29 5.7 4.8	26 5.7 4.2	11 5.4 3.9	26 5.0 3.5	18 6.1 4.1	74 5.4 5.1	54 5.9 3.3	47 6.9 3.5
Customer acquisition	57 5.5 3.3 b	61 6.7 3.3 ac	36 4.7 4.2 b	18 5.7 3.3	67 6.8 3.3 Ef	27 6.1 3.2 e	25 5.6 3.4	10 5.6 4.9	25 4.2 2.9 Ab	18 4.5 4.3 a	74 6.3 3.2 b	52 5.0 3.9 a	46 5.8 3.7
Marketing ROI	52 4.9 3.9	51 5.6 3.2	32 5.0 4.5	17 5.1 3.8	55 5.7 3.6 c	25 5.2 3.8	23 3.3 4.0 ae	9 4.2 4.7	23 5.7 3.5 c	17 5.5 3.6	62 5.1 3.8	48 4.5 3.9 c	42 6.0 3.4 b
Brand value	49 5.8 3.6 cd	47 5.7 3.5 cd	33 3.7 4.6 ab	17 3.6 3.6 ab	54 6.0 3.7 Cd	23 5.6 3.1 cd	23 3.5 3.3 Ab	8 2.5 3.0 ab	22 4.8 4.4 4.4	16 4.4 4.9	59 5.4 3.7	46 4.8 3.8	41 4.6 4.2
Customer retention	58 4.8 4.5	59 5.7 4.1 cd	36 3.5 3.9 b	18 2.9 3.5 b	67 6.5 4.0 bCEF	28 4.5 4.5 ac	25 2.0 3.6 Ab	10 4.4 4.4	24 3.4 3.6 A	17 3.2 3.2 A	74 5.2 4.4	50 3.9 3.8	47 4.4 4.3
Market share	61 4.8 3.2	53 5.2 3.5	35 3.7 4.2	19 3.5 3.0	59 5.7 3.3 CdEf	26 5.1 3.7	24 3.4 3.3 A	11 3.1 4.2 a	30 3.4 3.3 A	18 3.9 3.1 a	71 5.3 3.3 B	51 3.4 3.4 A	46 4.6 3.6

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

Topic 4: Financial and Marketing Performance

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
7=Excellent - one of the best in the world	15 7.3%	3 25.0% il	2 25.0% il	1 33.3% II	1 16.7% i	0 0.0%	2 6.7%	1 3.8%	2 5.7%	0 0.0% abCd	0 0.0%	3 8.1%	0 0.0% abc
6=A leader but not one of the best	33 16.0%	3 25.0%	0 0.0%	1 33.3%	2 33.3% g	2 40.0% g	4 13.3%	1 3.8% de	6 17.1%	3 12.0%	1 33.3%	8 21.6%	2 12.5%
5=Strong	66 32.0%	2 16.7%	2 25.0%	1 33.3%	1 16.7%	0 0.0%	10 33.3%	11 42.3%	11 31.4%	9 36.0%	2 66.7%	11 29.7%	6 37.5%
4=Good	48 23.3%	1 8.3% e	2 25.0%	0 0.0%	2 33.3%	3 60.0% agk	7 23.3%	3 11.5% ei	10 28.6%	10 40.0% g	0 0.0%	7 18.9% e	3 18.8%
3=Fair	29 14.1%	2 16.7%	2 25.0%	0 0.0%	0 0.0%	0 0.0%	6 20.0%	8 30.8% i	4 11.4%	1 4.0% g	0 0.0%	4 10.8%	2 12.5%
2=Weak	14 6.8%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.3%	2 7.7%	2 5.7%	2 8.0%	0 0.0%	3 8.1%	3 18.8%
1=Very weak	1 0.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.7%	0 0.0%
Mean	4.6	5.1	4.8	6.0	5.3	4.8	4.5	4.2	4.6	4.4	5.3	4.6	4.1
SD	1.3	1.7	1.6	1.0 gil	1.2 g	1.1	1.3	1.3 cd	1.2	1.0 c	0.6	1.5	1.4 c

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

Topic 4: Financial and Marketing Performance

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
7=Excellent - one of the best in the world	6 8.6%	4 5.3%	4 10.5%	1 4.3%	4 5.1% e	2 6.1%	1 3.4% e	0 0.0%	7 20.6% ac	1 5.3%	6 6.8%	3 4.8%	6 10.7%
6=A leader but not one of the best	10 14.3%	16 21.3%	6 15.8%	1 4.3%	9 11.4% F	2 6.1% cF	7 24.1% b	2 16.7%	6 17.6%	7 36.8% AB	8 9.1% bc	13 21.0% a	12 21.4% a
5=Strong	19 27.1%	24 32.0%	14 36.8%	9 39.1%	26 32.9%	11 33.3%	10 34.5%	6 50.0%	9 26.5%	4 21.1%	28 31.8%	19 30.6%	19 33.9%
4=Good	16 22.9%	19 25.3%	6 15.8%	7 30.4%	21 26.6%	11 33.3%	6 20.7%	2 16.7%	6 17.6%	2 10.5%	26 29.5% c	14 22.6%	8 14.3% a
3=Fair	11 15.7%	6 8.0% c	8 21.1% b	4 17.4%	13 16.5%	3 9.1%	3 10.3%	1 8.3%	5 14.7%	4 21.1%	13 14.8%	8 12.9%	8 14.3%
2=Weak	8 11.4% c	5 6.7%	0 0.0% a	1 4.3%	5 6.3%	4 12.1%	2 6.9%	1 8.3%	1 2.9%	1 5.3%	6 6.8%	5 8.1%	3 5.4%
1=Very weak	0 0.0%	1 1.3%	0 0.0%	0 0.0%	1 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.1%	0 0.0%	0 0.0%
Mean	4.4	4.7	4.8	4.3	4.4	4.3	4.7	4.6	5.0	4.8	4.4	4.6	4.8
SD	1.4	1.3	1.3	1.1	1.3 e	1.3 e	1.3	1.2	1.4 ab	1.4	1.3 c	1.3	1.4 a

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

Topic 5: Social Media

What percent of your marketing budget on social media?

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
...do you currently spend on social media?	218 9.9 10.8	13 12.4 11.8	10 14.4 13.5	3 6.7 2.9 j	6 12.8 15.1	5 5.1 6.1	31 7.7 9.3	26 7.7 7.7	40 9.7 11.0	25 8.8 9.5	3 13.3 2.9 c	40 12.1 13.5	16 9.6 10.1
...will you spend on social media in the next 12 months?	217 13.5 12.4	13 14.5 14.1	10 17.4 15.3	3 7.3 2.5 j	6 16.7 15.4	5 7.1 8.3	31 10.4 10.6	26 10.7 9.2	39 12.5 12.4	25 13.8 12.9	3 18.3 5.8 c	40 16.1 14.6	16 16.7 11.1
...will you spend on social media in five years?	215 22.4 16.6	13 21.6 19.3	10 29.0 15.8 f	3 8.3 2.9 j	6 31.8 17.3 f	5 15.0 12.7	31 17.1 14.6 bdl	26 21.3 15.9	38 21.3 17.3	25 24.5 16.6	3 30.0 8.7 c	39 23.2 17.5	16 28.5 16.5 f

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

Topic 5: Social Media

What percent of your marketing budget on social media?

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
...do you currently spend on social media?	76 9.3 11.7	78 9.6 10.4	39 9.5 8.6	25 12.9 12.3	88 11.9 13.5	35 5.5 7.2	30 7.1 5.9	12 8.3 7.3	33 10.8 8.8	20 11.9 10.4	95 8.2 10.8	62 9.3 8.1	61 12.9 12.5
					B	Aef	f		B	bc	c		a
...will you spend on social media in the next 12 months?	76 12.6 13.7	77 14.3 11.7	39 11.7 9.4	25 16.3 14.2	87 16.4 15.1	35 8.5 8.8	30 10.2 9.2	12 10.3 6.7	33 13.4 9.9	20 16.1 11.8	95 11.4 12.2	62 13.1 10.0	60 17.1 14.1
					Bc	AeF	a		b	B	C		A
...will you spend on social media in five years?	76 20.9 18.4	75 23.1 15.5	39 20.5 14.3	25 27.7 16.9	85 25.2 19.1	35 16.7 14.2	30 19.2 14.3	12 21.4 15.2	33 22.1 12.4	20 26.2 16.9	94 19.5 15.7	61 23.0 15.4	60 26.4 18.3
					b	af			b		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											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Not At All Effectively	21 9.5%	1 7.1%	0 0.0%	0 0.0%	1 16.7%	1 20.0%	2 6.5%	3 11.5%	4 9.8%	3 12.0%	0 0.0%	4 10.0%	2 12.5%
2=	30 13.6%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	2 40.0%	8 25.8%	4 15.4%	6 14.6%	4 16.0%	0 0.0%	4 10.0%	1 6.3%
3=	35 15.9%	4 28.6%	1 10.0%	0 0.0%	1 16.7%	1 20.0%	4 12.9%	5 19.2%	6 14.6%	4 16.0%	0 0.0%	6 15.0%	3 18.8%
4=	45 20.5%	2 14.3%	2 20.0%	3 100.0%	0 0.0%	1 20.0%	8 25.8%	3 11.5%	8 19.5%	4 16.0%	0 0.0%	9 22.5%	5 31.3%
5=	47 21.4%	3 21.4%	3 30.0%	0 0.0%	2 33.3%	0 0.0%	5 16.1%	5 19.2%	8 19.5%	8 32.0%	2 66.7%	8 20.0%	3 18.8%
6=	30 13.6%	3 21.4%	1 10.0%	0 0.0%	1 16.7%	0 0.0%	2 6.5%	4 15.4%	8 19.5%	1 4.0%	1 33.3%	7 17.5%	2 12.5%
7=Very Effectively	12 5.5%	1 7.1%	2 20.0%	0 0.0%	1 16.7%	0 0.0%	2 6.5%	2 7.7%	1 2.4%	1 4.0%	0 0.0%	2 5.0%	0 0.0%
Mean	3.9	4.4	4.8	4.0	4.5	2.4	3.6	3.9	3.9	3.7	5.3	4.1	3.8
SD	1.7	1.6	1.6	0.0	2.2	1.1	1.6	1.9	1.7	1.7	0.6	1.7	1.5
		e	e			abJk				E		e	

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 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 13.2%	7 8.9%	1 2.5%	3 12.0%	11 12.5%	4 11.4%	2 6.7%	0 0.0%	3 8.8%	1 5.0%	10 10.5%	6 9.5%	5 8.2%
2=	14 18.4%	9 11.4%	5 12.5%	2 8.0%	9 10.2%	5 14.3%	6 20.0%	3 23.1%	4 11.8%	3 15.0%	18 18.9% c	8 12.7%	3 4.9% a
3=	11 14.5%	14 17.7%	7 17.5%	3 12.0%	11 12.5%	5 14.3%	5 16.7%	2 15.4%	6 17.6%	6 30.0%	14 14.7%	9 14.3%	12 19.7%
4=	13 17.1%	18 22.8%	12 30.0% d	2 8.0% c	18 20.5%	7 20.0%	8 26.7%	3 23.1%	7 20.6%	2 10.0%	19 20.0%	15 23.8%	11 18.0%
5=	17 22.4% d	14 17.7% D	4 10.0% D	12 48.0% aBC	22 25.0%	8 22.9%	6 20.0%	1 7.7%	6 17.6%	4 20.0%	20 21.1%	12 19.0%	15 24.6%
6=	5 6.6% c	13 16.5%	9 22.5% a	3 12.0%	10 11.4%	4 11.4%	2 6.7% d	4 30.8% c	7 20.6%	3 15.0%	9 9.5%	12 19.0%	9 14.8%
7=Very Effectively	6 7.9%	4 5.1%	2 5.0%	0 0.0%	7 8.0%	2 5.7%	1 3.3%	0 0.0%	1 2.9%	1 5.0%	5 5.3%	1 1.6% c	6 9.8% b
Mean	3.7	4.0	4.2	4.1	4.0	3.9	3.7	4.1	4.0	3.9	3.7	3.9	4.3
SD	1.8	1.7	1.5	1.6	1.8	1.7	1.5	1.6	1.7	1.7	1.7 c	1.6	1.7 a

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
1=Not At All Effectively	16 7.4%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 9.7%	0 0.0%	4 9.8%	3 13.6%	0 0.0%	3 7.5%	2 12.5%
2=	43 19.9%	0 0.0% dEgikl	1 10.0%	0 0.0%	2 33.3% a	3 60.0% AFh	3 9.7% E	7 26.9% a	6 14.6% e	6 27.3% a	0 0.0%	10 25.0% a	5 31.3% a
3=	36 16.7%	2 14.3%	2 20.0%	0 0.0%	1 16.7%	0 0.0%	6 19.4%	6 23.1%	7 17.1%	4 18.2%	0 0.0%	3 7.5% 1	5 31.3% k
4=	41 19.0%	4 28.6%	0 0.0% c	1 50.0% b	1 16.7%	2 40.0%	7 22.6%	5 19.2%	10 24.4%	3 13.6%	1 33.3%	5 12.5%	2 12.5%
5=	54 25.0%	3 21.4%	5 50.0% l	0 0.0%	0 0.0%	0 0.0%	9 29.0%	5 19.2%	9 22.0%	6 27.3%	1 33.3%	14 35.0%	2 12.5% b
6=	19 8.8%	3 21.4% i	1 10.0%	0 0.0%	2 33.3% ll	0 0.0%	2 6.5%	2 7.7%	4 9.8%	0 0.0% aDj	1 33.3% il	4 10.0%	0 0.0% dj
7=Very Effectively	7 3.2%	1 7.1%	1 10.0%	1 50.0% fgHIKl	0 0.0%	0 0.0%	1 3.2% c	1 3.8% c	1 2.4% C	0 0.0% C	0 0.0%	1 2.5% C	0 0.0% c
Mean	3.7	4.5	4.6	5.5	3.8	2.8	3.8	3.7	3.7	3.1	5.0	3.8	2.8
SD	1.6	1.6 eiL	1.5 eiL	2.1 il	1.8	1.1 abj	1.5 1	1.5	1.6 1	1.5 abcj	1.0 eiL	1.7 1	1.2 ABcfhJk

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All Effectively	5 6.6%	9 11.8%	1 2.5%	1 4.2%	8 9.2%	3 8.8%	1 3.4%	1 7.7%	1 3.0%	2 10.0%	11 11.8%	3 4.9%	2 3.3%
2=	15 19.7%	15 19.7%	6 15.0%	7 29.2%	16 18.4%	4 11.8% c	10 34.5% b	3 23.1%	7 21.2%	3 15.0%	27 29.0% C	10 16.4%	6 9.8% A
3=	12 15.8%	10 13.2%	9 22.5%	5 20.8%	11 12.6%	9 26.5%	3 10.3%	2 15.4%	5 15.2%	6 30.0%	12 12.9%	14 23.0%	10 16.4%
4=	16 21.1%	14 18.4%	8 20.0%	3 12.5%	10 11.5% bde	9 26.5% a	4 13.8%	5 38.5% a	9 27.3% a	4 20.0%	17 18.3%	14 23.0%	9 14.8%
5=	20 26.3%	18 23.7%	10 25.0%	6 25.0%	27 31.0%	5 14.7%	10 34.5%	2 15.4%	5 15.2%	5 25.0%	17 18.3% C	12 19.7% c	25 41.0% Ab
6=	6 7.9%	7 9.2%	4 10.0%	2 8.3%	10 11.5%	4 11.8%	1 3.4%	0 0.0%	4 12.1%	0 0.0%	6 6.5%	7 11.5%	6 9.8%
7=Very Effectively	2 2.6%	3 3.9%	2 5.0%	0 0.0%	5 5.7%	0 0.0%	0 0.0%	0 0.0%	2 6.1%	0 0.0%	3 3.2%	1 1.6%	3 4.9%
Mean	3.8	3.7	4.0	3.5	3.9	3.6	3.5	3.3	3.9	3.4	3.3	3.8	4.3
SD	1.5	1.7	1.5	1.5	1.7	1.4	1.5	1.3	1.6	1.3	1.6 C	1.5 c	1.4 Ab

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

Topic 5: Social Media

Social media activities performed by outside agencies

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
What percent of your company's social media activities are currently performed by outside agencies?	218 18.9 28.7	14 51.7 34.5	10 17.3 30.9	3 16.7 28.9	6 24.7 32.7	5 12.0 21.7	31 20.1 29.7	26 23.6 33.9	40 13.3 21.2	25 19.7 29.7	3 18.3 16.1	40 7.5 18.7	15 23.9 31.9
		beFgHIKl	a			a	Ak	ak	A	Ak		Afgil	ak
What percent were performed by outside agencies a year ago?	216 17.4 27.5	13 50.2 33.1	10 17.6 30.7	3 25.0 25.0	6 19.3 29.4	5 13.0 18.6	31 18.2 28.9	25 18.0 31.2	40 13.8 21.6	25 19.0 29.9	3 11.7 12.6	39 7.2 18.0	16 19.6 31.2
		beFGHIKl	a			a	A	A	A	A		A	a

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

Topic 5: Social Media

Social media activities performed by outside agencies

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
What percent of your company's social media activities are currently performed by outside agencies?	76 17.5 27.5	77 11.8 23.0	40 36.0 34.7	25 18.1 27.5	87 13.9 26.5	35 13.1 26.8	30 19.7 26.0	12 25.5 31.7	34 30.9 35.6	20 25.8 24.2	94 18.4 29.7	63 23.6 30.6	61 14.9 24.5
	C	C	ABd	c	E	e			Ab				
What percent were performed by outside agencies a year ago?	75 17.6 27.1	78 11.1 22.3	39 29.8 33.9	24 17.2 27.6	86 13.7 25.8	35 11.8 25.0	30 16.2 24.3	12 21.0 29.6	33 28.3 34.4	20 24.4 26.4	94 19.5 29.5	61 21.6 28.6	61 9.9 21.6
	c	C	aB		e	e			ab		c	c	ab

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
We have proven the impact quantitatively	29 13.2%	3 21.4%	3 30.0%	0 0.0%	1 16.7%	0 0.0%	2 6.5%	4 15.4%	8 19.5%	3 12.0%	0 0.0%	3 7.5%	2 12.5%
We have a good qualitative sense of the impact, but not a quantitative impact	92 41.8%	8 57.1%	5 50.0%	1 33.3%	2 33.3%	2 40.0%	13 41.9%	9 34.6%	17 41.5%	9 36.0%	3 100.0%	17 42.5%	6 37.5%
We haven't been able to show the impact yet	99 45.0%	3 21.4%	2 20.0%	2 66.7%	3 50.0%	3 60.0%	16 51.6%	13 50.0%	16 39.0%	13 52.0%	0 0.0%	20 50.0%	8 50.0%

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

Topic 5: Social Media

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

	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	11 14.5%	9 11.4%	6 15.0%	3 12.0%	14 15.9%	1 2.9%	3 10.0%	4 30.8%	5 14.7%	2 10.0%	12 12.6%	6 9.5%	10 16.4%
We have a good qualitative sense of the impact, but not a quantitative impact	31 40.8%	33 41.8%	17 42.5%	11 44.0%	40 45.5%	13 37.1%	8 26.7%	3 23.1%	15 44.1%	13 65.0%	28 29.5%	31 49.2%	33 54.1%
We haven't been able to show the impact yet	34 44.7%	37 46.8%	17 42.5%	11 44.0%	34 38.6%	21 60.0%	19 63.3%	6 46.2%	14 41.2%	5 25.0%	55 57.9%	26 41.3%	18 29.5%

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Yes	92 41.8%	6 42.9%	3 30.0%	1 33.3%	2 33.3%	1 20.0%	11 35.5%	15 57.7% i	20 48.8%	7 28.0% g	2 66.7%	16 40.0%	8 50.0%
No	128 58.2%	8 57.1%	7 70.0%	2 66.7%	4 66.7%	4 80.0%	20 64.5%	11 42.3% i	21 51.2%	18 72.0% g	1 33.3%	24 60.0%	8 50.0%

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Yes	29 38.2% c	32 40.5% c	24 60.0% abd	7 28.0% c	32 36.4% e	11 31.4% e	11 36.7% e	6 46.2%	21 61.8% abc	11 55.0%	29 30.5% bC	30 47.6% a	32 52.5% A
No	47 61.8% c	47 59.5% c	16 40.0% abd	18 72.0% c	56 63.6% e	24 68.6% e	19 63.3% e	7 53.8%	13 38.2% abc	9 45.0%	66 69.5% bC	33 52.4% a	29 47.5% A

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Increasing	84 92.3%	5 83.3%	2 66.7% k	1 100.0%	2 100.0%	1 100.0%	11 100.0% j	14 93.3%	17 89.5%	7 100.0%	1 50.0% fk	16 100.0% bj	7 87.5%
About the same	7 7.7%	1 16.7%	1 33.3% k	0 0.0%	0 0.0%	0 0.0%	0 0.0% j	1 6.7%	2 10.5%	0 0.0%	1 50.0% fk	0 0.0% bj	1 12.5%
Decreasing	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.9	0.8	0.7	1.0	1.0	1.0	1.0	0.9	0.9	1.0	0.5	1.0	0.9
SD	0.3	0.4	0.6	0.0	0.0	0.0	0.0	0.3	0.3	0.0	0.7	0.0	0.4

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Increasing	27 96.4%	30 93.8%	21 87.5%	6 85.7%	29 90.6%	11 100.0%	11 100.0%	5 83.3%	17 85.0%	11 100.0%	28 96.6%	25 86.2%	30 93.8%
About the same	1 3.6%	2 6.3%	3 12.5%	1 14.3%	3 9.4%	0 0.0%	0 0.0%	1 16.7%	3 15.0%	0 0.0%	1 3.4%	4 13.8%	2 6.3%
Decreasing	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	1.0	0.9	0.9	0.9	0.9	1.0	1.0	0.8	0.9	1.0	1.0	0.9	0.9
SD	0.2	0.2	0.3	0.4	0.3	0.0	0.0	0.4	0.4	0.0	0.2	0.4	0.2

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

Topic 5: Social Media

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Not At All Worried	10 10.9%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	1 6.7%	3 15.0%	0 0.0%	0 0.0%	2 12.5%	1 12.5%
2=	28 30.4%	2 33.3%	3 100.0%	0 0.0%	1 50.0%	0 0.0%	4 36.4%	2 13.3%	7 35.0%	2 28.6%	0 0.0%	6 37.5%	1 12.5%
3=	17 18.5%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 27.3%	3 20.0%	3 15.0%	1 14.3%	0 0.0%	3 18.8%	3 37.5%
4=	14 15.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 9.1%	0 0.0%	5 25.0%	0 0.0%	2 100.0%	3 18.8%	2 25.0%
5=	18 19.6%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	2 18.2%	8 53.3%	2 10.0%	3 42.9%	0 0.0%	2 12.5%	0 0.0%
6=	4 4.3%	1 16.7%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%
7=Very Worried	1 1.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%
Mean	3.2	2.5	2.0	5.0	4.0	4.0	2.9	4.0	2.8	4.1	4.0	2.8	3.3
SD	1.5	1.9	0.0	0.0	2.8	0.0	1.3	1.5	1.3	1.9	0.0	1.3	1.5
								hk	gi	h		g	

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All Worried	6 20.7%	2 6.3%	2 8.3%	0 0.0%	5 15.6%	0 0.0%	2 18.2%	0 0.0%	3 14.3%	0 0.0%	4 13.8%	5 16.7%	1 3.1%
2=	8 27.6%	12 37.5%	7 29.2%	1 14.3%	10 31.3%	3 27.3%	3 27.3%	1 16.7%	7 33.3%	4 36.4%	7 24.1%	9 30.0%	12 37.5%
3=	7 24.1%	7 21.9%	3 12.5%	0 0.0%	8 25.0%	2 18.2%	1 9.1%	1 16.7%	5 23.8%	0 0.0%	8 27.6%	5 16.7%	4 12.5%
4=	4 13.8%	6 18.8%	1 4.2%	3 42.9%	4 12.5%	3 27.3%	2 18.2%	2 33.3%	1 4.8%	2 18.2%	4 13.8%	3 10.0%	6 18.8%
5=	3 10.3%	4 12.5%	9 37.5%	2 28.6%	3 9.4%	3 27.3%	3 27.3%	2 33.3%	5 23.8%	2 18.2%	6 20.7%	6 20.0%	6 18.8%
6=	1 3.4%	0 0.0%	2 8.3%	1 14.3%	2 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	0 0.0%	2 6.7%	2 6.3%
7=Very Worried	0 0.0%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	1 3.1%
Mean	2.8	3.1	3.6	4.3	2.9	3.5	3.1	3.8	2.9	4.1	3.0	3.1	3.4
SD	1.4 d	1.4 d	1.6	1.3 ab	1.4 f	1.2	1.6	1.2	1.4	1.9 a	1.3	1.6	1.5

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

Topic 6: Marketing Jobs

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
	Percentage change in marketing hires from last year	165 3.5 9.7	12 5.3 10.0	3 1.7 2.9	2 0.0 0.0	5 4.0 11.4	3 8.7 10.0	25 4.1 7.8	22 0.7 9.9	26 5.9 11.2	21 1.2 9.5	2 2.5 3.5	31 4.9 10.7

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

Topic 6: Marketing Jobs

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Percentage change in marketing hires from last year	58 4.6 10.1	58 4.5 9.9	32 0.7 8.7	17 1.3 8.4	63 3.5 11.1	27 4.1 11.3	24 5.6 8.2	11 2.5 8.7	28 2.4 6.1	12 1.1 9.0	73 2.6 9.8	49 5.2 9.8

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

Topic 6: Marketing Jobs

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
Percent change in outsourcing expected in the next year	163	11	3	2	5	3	25	22	26	21	2	31	12
	4.4	1.4	8.3	0.0	0.0	3.3	6.5	6.0	5.7	1.0	5.0	5.3	3.3
	8.9	3.9	10.4	0.0	12.2	5.8	11.0	7.8	9.9	7.2	7.1	9.2	8.9
								i		g			

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

Topic 6: Marketing Jobs

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Percent change in outsourcing expected in the next year	58 5.3 10.1	58 4.1 9.3	30 4.0 7.2	17 3.5 5.8	63 6.3 10.8	27 4.3 8.1	24 2.9 7.2	11 3.6 6.7	27 3.3 7.8	11 1.2 5.4	72 4.0 8.2	48 4.7 9.6

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

Topic 7: Marketing Organization

Number of employees/marketing employees in your company

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
How many employees does your firm have?	169	11	4	2	6	3	27	22	27	20	2	31	14
	4803	11309	3044	53	704	18594	7145	6834	5530	1755	1104	713	4506
	13183	22138	5971	4	832	32132	15313	16240	14072	3500	1550	1456	14833
		K				iK	k	k		e		AEfg	
How many marketing (non- sales) employees are in your firm?	167	11	4	2	5	3	26	23	27	20	2	30	14
	147	343	54	4	224	836	89	166	264	66	8	41	77
	462	774	85	2	436	1444	204	524	688	138	10	162	266
		k				FiK	E			e		aE	

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

Topic 7: Marketing Organization

Number of employees/marketing employees in your company

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	How many employees does your firm have?	61 6173 15239 b	58 1216 2991 aC	33 10331 19807 B	17 1397 2896	64 54 59 BCDEF	28 313 663 ACDEF	24 969 801 ABDeF	11 4178 4679 ABCF	28 8663 14567 ABcF	14 34842 24509 ABCDE	76 2312 9125 B	49 8603 16829 A
How many marketing (non- sales) employees are in your firm?	60 166 497	57 37 131 C	32 347 749 B	18 74 147	62 4 7 CDEF	28 6 7 cEF	24 100 210 AbF	11 276 746 Af	29 155 257 ABF	13 1089 1056 ABCdE	74 71 325	50 200 521	43 216 569

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

Topic 7: Marketing Organization

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Sales and marketing work together on an equal level	120 68.6%	9 75.0%	2 40.0% h	2 100.0%	3 60.0%	2 66.7%	20 74.1%	16 69.6%	25 89.3% bkL	14 66.7%	1 50.0%	19 59.4% h	7 46.7% H
Sales is within the marketing function	22 12.6%	2 16.7%	2 40.0% Gh	0 0.0%	0 0.0%	0 0.0%	4 14.8%	0 0.0% BL	2 7.1% bl	2 9.5%	0 0.0%	5 15.6%	5 33.3% Gh
Sales is in charge of marketing	15 8.6%	0 0.0% d	1 20.0% g	0 0.0%	2 40.0% aGh	0 0.0%	3 11.1%	0 0.0% bD	1 3.6% d	3 14.3%	0 0.0%	4 12.5%	1 6.7%
We don't have a sales function	15 8.6%	0 0.0% gj	0 0.0%	0 0.0%	0 0.0%	1 33.3% FH	0 0.0% EGJ	7 30.4% aFH	0 0.0% EGJ	2 9.5%	1 50.0% aFH	3 9.4%	1 6.7%
We have a sales function, but not a marketing function	3 1.7%	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%	1 3.1%	1 6.7%

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

Topic 7: Marketing Organization

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Sales and marketing work together on an equal level	46 74.2%	39 62.9%	23 69.7%	12 66.7%	41 61.2%	20 71.4%	16 64.0%	7 63.6%	24 80.0%	12 85.7%	54 70.1%	36 69.2%	30 65.2%
Sales is within the marketing function	8 12.9%	9 14.5%	3 9.1%	2 11.1%	12 17.9%	4 14.3%	4 16.0%	0 0.0%	1 3.3%	1 7.1%	11 14.3%	2 3.8% c	9 19.6% b
Sales is in charge of marketing	4 6.5%	10 16.1%	1 3.0%	0 0.0%	6 9.0%	1 3.6%	4 16.0%	1 9.1%	3 10.0%	0 0.0%	8 10.4%	6 11.5%	1 2.2%
We don't have a sales function	2 3.2% cD	3 4.8% cd	6 18.2% ab	4 22.2% Ab	6 9.0%	2 7.1%	1 4.0%	3 27.3% c	2 6.7%	1 7.1%	4 5.2%	6 11.5%	5 10.9%
We have a sales function, but not a marketing function	2 3.2%	1 1.6%	0 0.0%	0 0.0%	2 3.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 3.8%	1 2.2%

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

Topic 7: Marketing Organization

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	288 100.0%	18 6.3%	17 5.9%	3 1.0%	8 2.8%	7 2.4%	32 11.1%	33 11.5%	55 19.1%	31 10.8%	6 2.1%	61 21.2%	17 5.9%
Product/service groups	120 69.8%	8 66.7%	5 100.0% i	1 50.0%	3 60.0%	2 66.7%	21 80.8% i	18 78.3% i	22 78.6% i	10 47.6% bfg	2 100.0%	18 58.1%	10 71.4%
Customer groups	52 30.2%	4 33.3%	0 0.0% i	1 50.0%	2 40.0%	1 33.3%	5 19.2% i	5 21.7% i	6 21.4% i	11 52.4% bfg	0 0.0%	13 41.9%	4 28.6%

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

Topic 7: Marketing Organization

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

N=288	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	91 31.6%	113 39.2%	51 17.7%	33 11.5%	124 43.1%	41 14.2%	38 13.2%	16 5.6%	42 14.6%	27 9.4%	98 43.4%	64 28.3%	64 28.3%
Product/service groups	44 73.3%	37 60.7%	28 84.8%	11 61.1%	42 64.6%	20 74.1%	18 72.0%	5 45.5%	23 76.7%	12 85.7%	51 68.9%	36 69.2%	33 71.7%
Customer groups	16 26.7%	24 39.3%	5 15.2%	7 38.9%	23 35.4%	7 25.9%	7 28.0%	6 54.5%	7 23.3%	2 14.3%	23 31.1%	16 30.8%	13 28.3%

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

Topic 7: Marketing Organization

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

N=288

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	288 100.0%	18 6.3%	17 5.9%	3 1.0%	8 2.8%	7 2.4%	32 11.1%	33 11.5%	55 19.1%	31 10.8%	6 2.1%	61 21.2%	17 5.9%
1=Not at all	6 3.5%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 33.3% Fkl	0 0.0%	1 4.3%	1 3.6%	1 5.0%	0 0.0%	1 3.2% e	0 0.0% e
2=	13 7.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.7%	3 13.0%	1 3.6%	2 10.0%	0 0.0%	4 12.9%	2 14.3%
3=	20 11.8%	3 27.3% g	1 25.0% g	0 0.0%	0 0.0%	0 0.0%	3 11.1%	0 0.0% abk	3 10.7%	2 10.0%	0 0.0%	6 19.4% g	2 14.3%
4=	25 14.7%	1 9.1% j	1 25.0%	0 0.0%	1 16.7%	1 33.3%	6 22.2% j	5 21.7% j	2 7.1% J	2 10.0% J	2 100.0% afgHIKL	3 9.7% J	1 7.1% J
5=	41 24.1%	2 18.2%	1 25.0%	0 0.0%	2 33.3%	0 0.0%	7 25.9%	4 17.4%	10 35.7%	4 20.0%	0 0.0%	9 29.0%	2 14.3%
6=	25 14.7%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 18.5%	3 13.0%	3 10.7%	4 20.0%	0 0.0%	5 16.1%	3 21.4%
7=All the time	40 23.5%	2 18.2%	1 25.0%	1 100.0% k	3 50.0% k	1 33.3%	5 18.5%	7 30.4%	8 28.6%	5 25.0%	0 0.0%	3 9.7% cd	4 28.6%
Mean	4.9	4.5	4.8	7.0	5.8	4.0	5.0	5.0	5.1	4.9	4.0	4.4	5.0
SD	1.7	1.9	1.7	0.0	1.3 k	3.0	1.4	1.9	1.6	1.9	0.0	1.7 d	1.9

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

Topic 7: Marketing Organization

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

N=288

	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	91 31.6%	113 39.2%	51 17.7%	33 11.5%	124 43.1%	41 14.2%	38 13.2%	16 5.6%	42 14.6%	27 9.4%	98 43.4%	64 28.3%
1=Not at all	3 4.8%	2 3.5%	1 3.0%	0 0.0%	1 1.6%	3 10.7%	1 4.2%	1 9.1%	0 0.0%	0 0.0%	2 2.7%	3 6.0%	1 2.2%
2=	4 6.5%	7 12.3%	1 3.0%	1 5.6%	5 7.8%	3 10.7%	3 12.5%	0 0.0%	1 3.4%	1 7.1%	9 12.0% b	1 2.0% a	3 6.7%
3=	9 14.5%	7 12.3%	3 9.1%	1 5.6%	8 12.5%	1 3.6%	4 16.7%	1 9.1%	6 20.7%	0 0.0%	6 8.0%	7 14.0%	7 15.6%
4=	12 19.4%	7 12.3%	3 9.1%	3 16.7%	14 21.9%	4 14.3%	3 12.5%	1 9.1%	2 6.9%	1 7.1%	9 12.0%	10 20.0%	6 13.3%
5=	11 17.7%	18 31.6%	9 27.3%	3 16.7%	13 20.3%	7 25.0%	4 16.7%	3 27.3%	9 31.0%	5 35.7%	18 24.0%	11 22.0%	12 26.7%
6=	8 12.9%	9 15.8%	6 18.2%	2 11.1%	8 12.5% d	5 17.9%	5 20.8%	4 36.4% aE	1 3.4% D	2 14.3%	13 17.3%	9 18.0%	3 6.7%
7=All the time	15 24.2%	7 12.3% cD	10 30.3% b	8 44.4% B	15 23.4%	5 17.9%	4 16.7%	1 9.1%	10 34.5%	5 35.7%	18 24.0%	9 18.0%	13 28.9%
Mean	4.7	4.5	5.3	5.6	4.8	4.6	4.5	4.9	5.1	5.6	4.9	4.8	4.9
SD	1.8	1.7 cd	1.6 b	1.6 b	1.7	2.0	1.8	1.7	1.6	1.5	1.8	1.7	1.7

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

Topic 7: 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											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	288 100.0%	18 6.3%	17 5.9%	3 1.0%	8 2.8%	7 2.4%	32 11.1%	33 11.5%	55 19.1%	31 10.8%	6 2.1%	61 21.2%	17 5.9%
1=Not at all	14 8.3%	1 9.1%	0 0.0%	0 0.0%	2 33.3% hl	1 33.3% l	2 7.4%	3 13.0%	1 3.6% d	2 10.0%	0 0.0%	2 6.7%	0 0.0% de
2=	13 7.7%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 11.1%	0 0.0% l	1 3.6%	3 15.0%	0 0.0%	2 6.7%	3 21.4% g
3=	30 17.8%	2 18.2%	0 0.0%	0 0.0%	2 33.3%	1 33.3%	7 25.9%	2 8.7%	3 10.7%	3 15.0%	1 50.0%	5 16.7%	4 28.6%
4=	33 19.5%	1 9.1%	1 25.0%	0 0.0%	0 0.0%	1 33.3%	4 14.8%	6 26.1%	7 25.0%	3 15.0%	1 50.0%	5 16.7%	4 28.6%
5=	36 21.3%	4 36.4% 1	2 50.0% 1	0 0.0%	1 16.7%	0 0.0%	5 18.5%	7 30.4% 1	6 21.4%	4 20.0%	0 0.0%	7 23.3%	0 0.0% abg
6=	18 10.7%	1 9.1%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	2 7.4%	3 13.0%	3 10.7%	2 10.0%	0 0.0%	6 20.0%	0 0.0%
7=All the time	25 14.8%	1 9.1% c	1 25.0%	1 100.0% adfgik	0 0.0% c	0 0.0%	4 14.8% c	2 8.7% c	7 25.0%	3 15.0% c	0 0.0%	3 10.0% c	3 21.4%
Mean	4.3	4.2	5.3	7.0	3.2	2.7	4.1	4.3	4.9	4.1	3.5	4.4	3.9
SD	1.8	1.8	1.3	0.0	2.0 h	1.5 h	1.8	1.7	1.7 de	1.9	0.7	1.7	1.8

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

Topic 7: Marketing Organization

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

N=288

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	91 31.6%	113 39.2%	51 17.7%	33 11.5%	124 43.1%	41 14.2%	38 13.2%	16 5.6%	42 14.6%	27 9.4%	98 43.4%	64 28.3%	64 28.3%
1=Not at all	6 9.7%	6 10.7%	2 6.1%	0 0.0%	3 4.8% b	5 17.9% a	2 8.3%	1 9.1%	3 10.3%	0 0.0%	6 8.1%	4 8.0%	4 8.9%
2=	5 8.1%	6 10.7%	2 6.1%	0 0.0%	6 9.5%	0 0.0% f	1 4.2%	1 9.1%	3 10.3%	2 14.3% b	8 10.8%	3 6.0%	2 4.4%
3=	16 25.8%	7 12.5%	5 15.2%	2 11.1%	9 14.3%	8 28.6%	5 20.8%	1 9.1%	4 13.8%	3 21.4%	16 21.6%	6 12.0%	8 17.8%
4=	12 19.4%	10 17.9%	7 21.2%	4 22.2%	16 25.4%	3 10.7%	4 16.7%	4 36.4%	3 10.3%	3 21.4%	8 10.8% B	15 30.0% A	10 22.2%
5=	9 14.5%	12 21.4%	10 30.3%	5 27.8%	10 15.9%	3 10.7%	8 33.3%	4 36.4%	7 24.1%	4 28.6%	15 20.3%	14 28.0%	7 15.6%
6=	5 8.1%	7 12.5%	4 12.1%	2 11.1%	6 9.5%	4 14.3%	2 8.3%	0 0.0%	5 17.2%	1 7.1%	7 9.5%	5 10.0%	6 13.3%
7=All the time	9 14.5%	8 14.3%	3 9.1%	5 27.8%	13 20.6%	5 17.9%	2 8.3%	0 0.0%	4 13.8%	1 7.1%	14 18.9% b	3 6.0% a	8 17.8%
Mean	4.0	4.2	4.4	5.2	4.5	4.1	4.2	3.8	4.3	4.1	4.3	4.2	4.4
SD	1.8 d	1.9 d	1.6	1.4 ab	1.8	2.1	1.6	1.3	1.9	1.5	1.9	1.5	1.8

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

Topic 7: Marketing Organization

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	288 100.0%	18 6.3%	17 5.9%	3 1.0%	8 2.8%	7 2.4%	32 11.1%	33 11.5%	55 19.1%	31 10.8%	6 2.1%	61 21.2%	17 5.9%
1=Not at all	12 7.1%	0 0.0% e	0 0.0%	0 0.0%	0 0.0%	2 66.7% aFgHikl	1 3.7% E	2 8.7% e	1 3.6% E	2 10.0% e	0 0.0%	3 9.7% e	1 7.1% e
2=	12 7.1%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.7% j	1 4.3% j	1 3.6% j	2 10.0%	1 50.0% fghk	1 3.2% j	3 21.4%
3=	27 15.9%	2 18.2%	2 50.0% gk	0 0.0%	2 33.3% g	0 0.0%	6 22.2%	1 4.3% bdj	4 14.3%	4 20.0%	1 50.0% g	3 9.7% b	2 14.3%
4=	33 19.4%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	5 18.5%	8 34.8%	4 14.3%	4 20.0%	0 0.0%	5 16.1%	4 28.6%
5=	42 24.7%	4 36.4%	1 25.0%	0 0.0%	1 16.7%	0 0.0%	9 33.3%	5 21.7%	8 28.6%	4 20.0%	0 0.0%	9 29.0%	1 7.1%
6=	20 11.8%	1 9.1% c	0 0.0%	1 100.0% aFghI	2 33.3% f	0 0.0%	1 3.7% Cdk	3 13.0% c	3 10.7% c	1 5.0% C	0 0.0%	7 22.6% f	1 7.1% c
7=All the time	24 14.1%	0 0.0%	1 25.0%	0 0.0%	1 16.7%	0 0.0%	4 14.8%	3 13.0%	7 25.0%	3 15.0%	0 0.0%	3 9.7%	2 14.3%
Mean	4.4	4.0	4.5	6.0	5.0	2.0	4.4	4.5	4.9	4.1	2.5	4.6	3.9
SD	1.7	1.3	1.9	0.0	1.7 e	1.7 dfgHk	1.6 e	1.7 e	1.7 E	1.8	0.7	1.7 e	1.9

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

Topic 7: Marketing Organization

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

N=288

	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	91 31.6%	113 39.2%	51 17.7%	33 11.5%	124 43.1%	41 14.2%	38 13.2%	16 5.6%	42 14.6%	27 9.4%	98 43.4%	64 28.3%	64 28.3%
1=Not at all	5 8.1%	5 8.8%	1 3.0%	1 5.6%	1 1.6%	5 17.9% B	2 8.3%	1 9.1%	2 6.9%	1 7.1%	6 8.0%	4 8.0%	2 4.4%
2=	4 6.5%	5 8.8%	2 6.1%	1 5.6%	6 9.4%	2 7.1%	1 4.2%	0 0.0%	1 3.4%	2 14.3%	7 9.3%	1 2.0%	4 8.9%
3=	14 22.6%	7 12.3%	3 9.1%	3 16.7%	10 15.6%	7 25.0% c	1 4.2% b	1 9.1%	6 20.7%	2 14.3%	13 17.3%	7 14.0%	7 15.6%
4=	9 14.5%	10 17.5%	10 30.3%	4 22.2%	12 18.8%	3 10.7% d	6 25.0%	5 45.5% be	3 10.3% d	4 28.6%	10 13.3% b	15 30.0% a	8 17.8%
5=	16 25.8%	13 22.8%	9 27.3%	4 22.2%	12 18.8% c	4 14.3% c	10 41.7% ab	4 36.4%	9 31.0%	3 21.4%	19 25.3%	14 28.0%	9 20.0%
6=	4 6.5%	10 17.5%	5 15.2%	1 5.6%	8 12.5%	4 14.3%	2 8.3%	0 0.0%	6 20.7%	0 0.0%	7 9.3%	6 12.0%	7 15.6%
7=All the time	10 16.1%	7 12.3%	3 9.1%	4 22.2%	15 23.4%	3 10.7%	2 8.3%	0 0.0%	2 6.9%	2 14.3%	13 17.3%	3 6.0%	8 17.8%
Mean	4.3	4.4	4.5	4.6	4.8	3.8	4.5	4.0	4.4	4.0	4.4	4.3	4.6
SD	1.8	1.8	1.4	1.8	1.7 b	2.0 a	1.5	1.2	1.6	1.8	1.8	1.5	1.8

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

Topic 7: Marketing Organization

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

N=288

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	288 100.0%	18 6.3%	17 5.9%	3 1.0%	8 2.8%	7 2.4%	32 11.1%	33 11.5%	55 19.1%	31 10.8%	6 2.1%	61 21.2%	17 5.9%
1=Not at all	3 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	0 0.0%
2=	19 11.2%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 14.8%	2 8.7%	3 10.7%	4 20.0%	0 0.0%	2 6.5%	3 21.4%
3=	18 10.6%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	2 8.7%	4 14.3%	3 15.0%	1 50.0%	3 9.7%	1 7.1%
4=	32 18.8%	3 27.3%	0 0.0%	0 0.0%	2 33.3%	1 33.3%	5 18.5%	4 17.4%	3 10.7%	5 25.0%	1 50.0%	6 19.4%	2 14.3%
5=	48 28.2%	3 27.3%	1 25.0%	0 0.0%	2 33.3%	1 33.3%	10 37.0%	9 39.1%	5 17.9%	3 15.0%	0 0.0%	12 38.7%	2 14.3%
6=	31 18.2%	1 9.1% c	1 25.0%	1 100.0% adfi	0 0.0% c	0 0.0%	4 14.8% c	4 17.4%	6 21.4%	3 15.0% c	0 0.0%	6 19.4%	5 35.7%
7=All the time	19 11.2%	1 9.1%	2 50.0% fglk	0 0.0%	2 33.3% gi	1 33.3% i	2 7.4% b	1 4.3% bdh	7 25.0% gi	0 0.0% Bdeh	0 0.0%	2 6.5% b	1 7.1%
Mean	4.6	4.4	6.3	6.0	5.3	5.3	4.5	4.5	5.0	3.6	3.5	4.7	4.6
SD	1.5	1.4 b	1.0 afgIjk	0.0	1.4 i	1.5	1.5 bi	1.5 b	1.7 I	1.6 BdfHK	0.7 b	1.3 bl	1.7

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

Topic 7: Marketing Organization

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

N=288

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	91 31.6%	113 39.2%	51 17.7%	33 11.5%	124 43.1%	41 14.2%	38 13.2%	16 5.6%	42 14.6%	27 9.4%	98 43.4%	64 28.3%	64 28.3%
1=Not at all	0 0.0%	2 3.5%	1 3.0%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	1 9.1%	0 0.0%	1 7.1%	2 2.7%	1 2.0%	0 0.0%
2=	10 16.1%	8 14.0%	0 0.0%	1 5.6%	5 7.8%	7 25.0%	3 12.5%	1 9.1%	3 10.3%	0 0.0%	9 12.0%	7 14.0%	3 6.7%
3=	7 11.3%	4 7.0%	4 12.1%	3 16.7%	5 7.8%	2 7.1%	1 4.2%	2 18.2%	6 20.7%	2 14.3%	7 9.3%	5 10.0%	6 13.3%
4=	11 17.7%	9 15.8%	7 21.2%	5 27.8%	12 18.8%	7 25.0%	5 20.8%	1 9.1%	3 10.3%	4 28.6%	16 21.3%	10 20.0%	6 13.3%
5=	14 22.6%	17 29.8%	12 36.4%	5 27.8%	20 31.3%	4 14.3%	8 33.3%	4 36.4%	9 31.0%	3 21.4%	17 22.7%	19 38.0%	12 26.7%
6=	12 19.4%	9 15.8%	7 21.2%	3 16.7%	14 21.9%	3 10.7%	5 20.8%	2 18.2%	3 10.3%	4 28.6%	13 17.3%	6 12.0%	12 26.7%
7=All the time	8 12.9%	8 14.0%	2 6.1%	1 5.6%	8 12.5%	4 14.3%	2 8.3%	0 0.0%	5 17.2%	0 0.0%	11 14.7%	2 4.0%	6 13.3%
Mean	4.6	4.6	4.8	4.5	4.9	4.1	4.7	4.1	4.6	4.4	4.6	4.3	4.9
SD	1.6	1.7	1.3	1.3	1.4	1.8	1.4	1.6	1.6	1.5	1.7	1.4	1.5
					b	a						c	b

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

Topic 7: Marketing Organization

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

N=288

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	288 100.0%	18 6.3%	17 5.9%	3 1.0%	8 2.8%	7 2.4%	32 11.1%	33 11.5%	55 19.1%	31 10.8%	6 2.1%	61 21.2%	17 5.9%
1=Not at all	3 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	1 7.1%
2=	13 7.7%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	3 10.7%	3 15.0%	0 0.0%	2 6.7%	3 21.4%
3=	19 11.3%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 18.5%	2 8.7%	1 3.6%	3 15.0%	1 50.0%	6 20.0%	0 0.0%
4=	33 19.6%	4 36.4%	0 0.0%	0 0.0%	1 16.7%	1 33.3%	3 11.1%	4 17.4%	6 21.4%	5 25.0%	1 50.0%	6 20.0%	2 14.3%
5=	51 30.4%	3 27.3%	1 33.3%	0 0.0%	3 50.0%	1 33.3%	11 40.7%	7 30.4%	6 21.4%	7 35.0%	0 0.0%	10 33.3%	2 14.3%
6=	33 19.6%	1 9.1%	1 33.3%	1 100.0%	0 0.0%	1 33.3%	6 22.2%	7 30.4%	6 21.4%	1 5.0%	0 0.0%	4 13.3%	5 35.7%
7=All the time	16 9.5%	1 9.1%	1 33.3%	0 0.0%	2 33.3%	0 0.0%	2 7.4%	1 4.3%	6 21.4%	0 0.0%	0 0.0%	2 6.7%	1 7.1%
Mean	4.7	4.5	6.0	6.0	5.5	5.0	4.9	4.7	5.0	3.9	3.5	4.5	4.4
SD	1.5	1.4	1.0	0.0	1.2	1.0	1.2	1.5	1.6	1.3	0.7	1.3	1.9

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

Topic 7: Marketing Organization

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

N=288

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	91 31.6%	113 39.2%	51 17.7%	33 11.5%	124 43.1%	41 14.2%	38 13.2%	16 5.6%	42 14.6%	27 9.4%	98 43.4%	64 28.3%	64 28.3%
1=Not at all	1 1.6%	1 1.8%	1 3.0%	0 0.0%	1 1.6%	1 3.6%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	2 2.7%	1 2.0%	0 0.0%
2=	5 8.1%	8 14.5% c	0 0.0% b	0 0.0%	4 6.5%	5 17.9%	2 8.3%	0 0.0%	1 3.4%	1 7.1%	7 9.5%	3 6.0%	3 6.8%
3=	8 12.9%	7 12.7%	2 6.1%	2 11.1%	9 14.5%	1 3.6%	2 8.3%	0 0.0%	4 13.8%	3 21.4%	7 9.5%	8 16.0%	4 9.1%
4=	12 19.4%	10 18.2%	7 21.2%	4 22.2%	9 14.5%	8 28.6%	6 25.0%	4 36.4%	4 13.8%	2 14.3%	14 18.9%	11 22.0%	8 18.2%
5=	17 27.4% d	14 25.5% d	10 30.3%	10 55.6% ab	17 27.4%	5 17.9%	10 41.7%	3 27.3%	12 41.4%	4 28.6%	23 31.1%	13 26.0%	15 34.1%
6=	13 21.0%	9 16.4%	10 30.3% d	1 5.6% c	14 22.6%	5 17.9%	2 8.3%	3 27.3%	5 17.2%	4 28.6%	11 14.9%	13 26.0%	9 20.5%
7=All the time	6 9.7%	6 10.9%	3 9.1%	1 5.6%	8 12.9%	3 10.7%	2 8.3%	0 0.0%	3 10.3%	0 0.0%	10 13.5% b	1 2.0% a	5 11.4%
Mean	4.6	4.4	5.0	4.7	4.8	4.4	4.6	4.5	4.9	4.5	4.6	4.5	4.9
SD	1.5	1.6	1.3	1.0	1.5	1.7	1.3	1.4	1.3	1.3	1.6	1.4	1.4

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

Topic 7: Marketing Organization

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

N=288

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	288 100.0%	18 6.3%	17 5.9%	3 1.0%	8 2.8%	7 2.4%	32 11.1%	33 11.5%	55 19.1%	31 10.8%	6 2.1%	61 21.2%	17 5.9%
1=Not at all	5 3.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.7%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	0 0.0%
2=	13 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.7%	3 11.1%	2 10.0%	0 0.0%	3 9.7%	3 21.4%
3=	21 12.4%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 11.1%	2 8.7%	2 7.4%	5 25.0%	1 50.0%	7 22.6%	0 0.0%
4=	28 16.6%	4 36.4%	0 0.0%	0 0.0%	1 16.7%	2 66.7%	6 22.2%	2 8.7%	5 18.5%	2 10.0%	1 50.0%	3 9.7%	2 14.3%
5=	45 26.6%	3 27.3%	0 0.0%	0 0.0%	2 33.3%	0 0.0%	11 40.7%	8 34.8%	4 14.8%	6 30.0%	0 0.0%	9 29.0%	2 14.3%
6=	36 21.3%	1 9.1%	2 50.0%	1 100.0%	0 0.0%	1 33.3%	4 14.8%	6 26.1%	6 22.2%	2 10.0%	0 0.0%	7 22.6%	6 42.9%
7=All the time	21 12.4%	1 9.1%	2 50.0%	0 0.0%	3 50.0%	0 0.0%	3 11.1%	1 4.3%	7 25.9%	1 5.0%	0 0.0%	2 6.5%	1 7.1%
Mean	4.7	4.4	6.5	6.0	5.8	4.7	4.9	4.5	5.1	3.9	3.5	4.5	4.8
SD	1.6	1.6	0.6	0.0	1.3	1.2	1.1	1.7	1.7	1.7	0.7	1.5	1.7
		b	aefgIJK		i	b	bi	b	i	Bdfh	B	b	

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

Topic 7: Marketing Organization

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

N=288

	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	91 31.6%	113 39.2%	51 17.7%	33 11.5%	124 43.1%	41 14.2%	38 13.2%	16 5.6%	42 14.6%	27 9.4%	98 43.4%	64 28.3%	64 28.3%
1=Not at all	2 3.3%	2 3.5%	1 3.0%	0 0.0%	0 0.0% Bdf	3 10.7% A	0 0.0%	1 9.1% a	0 0.0%	1 7.7% a	3 4.0%	2 4.0%	0 0.0%
2=	4 6.6%	7 12.3%	1 3.0%	1 5.6%	5 7.8%	3 10.7%	2 8.3%	2 18.2%	1 3.4%	0 0.0%	6 8.0%	4 8.0%	3 6.8%
3=	8 13.1%	9 15.8%	2 6.1%	2 11.1%	9 14.1%	2 7.1%	3 12.5%	0 0.0%	5 17.2%	2 15.4%	5 6.7% b	11 22.0% a	5 11.4%
4=	14 23.0%	6 10.5%	5 15.2%	3 16.7%	8 12.5%	7 25.0%	5 20.8%	1 9.1%	3 10.3%	4 30.8%	16 21.3%	6 12.0%	6 13.6%
5=	13 21.3%	16 28.1%	10 30.3%	6 33.3%	18 28.1%	5 17.9%	8 33.3%	3 27.3%	9 31.0%	2 15.4%	19 25.3%	10 20.0%	16 36.4%
6=	13 21.3%	10 17.5%	9 27.3%	4 22.2%	15 23.4%	4 14.3%	4 16.7%	4 36.4%	6 20.7%	3 23.1%	13 17.3%	15 30.0%	8 18.2%
7=All the time	7 11.5%	7 12.3%	5 15.2%	2 11.1%	9 14.1%	4 14.3%	2 8.3%	0 0.0%	5 17.2%	1 7.7%	13 17.3% b	2 4.0% a	6 13.6%
Mean	4.6	4.5	5.1	4.9	4.9	4.3	4.6	4.4	5.0	4.5	4.8	4.4	4.9
SD	1.6	1.7	1.4	1.4	1.5	1.9	1.4	1.9	1.4	1.6	1.6	1.6	1.4

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Advertising	135 77.1%	10 83.3%	4 80.0%	1 50.0%	4 80.0%	1 33.3%	23 85.2%	23 100.0%	18 64.3%	16 76.2%	2 100.0%	23 71.9%	10 66.7%
			g	G	g	fG	e	bCdEHiKL	G	g		G	G
Brand	135 77.1%	9 75.0%	4 80.0%	2 100.0%	4 80.0%	3 100.0%	20 74.1%	19 82.6%	22 78.6%	17 81.0%	2 100.0%	23 71.9%	10 66.7%
Social media	135 77.1%	10 83.3%	4 80.0%	2 100.0%	4 80.0%	0 0.0%	19 70.4%	20 87.0%	22 78.6%	16 76.2%	2 100.0%	25 78.1%	11 73.3%
		e				afGHiKL	e	E	E	e		E	e
Promotion	132 75.4%	10 83.3%	4 80.0%	1 50.0%	4 80.0%	2 66.7%	23 85.2%	20 87.0%	19 67.9%	16 76.2%	2 100.0%	22 68.8%	9 60.0%
Positioning	131 74.9%	8 66.7%	5 100.0%	2 100.0%	2 40.0%	2 66.7%	19 70.4%	18 78.3%	23 82.1%	15 71.4%	2 100.0%	25 78.1%	10 66.7%
Marketing analytics	120 68.6%	8 66.7%	4 80.0%	1 50.0%	3 60.0%	1 33.3%	25 92.6%	18 78.3%	17 60.7%	11 52.4%	1 50.0%	21 65.6%	10 66.7%
		f				F	aEHikl		F	F		f	f
Public relations	108 61.7%	4 33.3%	3 60.0%	2 100.0%	3 60.0%	1 33.3%	17 63.0%	14 60.9%	20 71.4%	14 66.7%	2 100.0%	18 56.3%	10 66.7%
		h							a				
Marketing research	104 59.4%	8 66.7%	3 60.0%	1 50.0%	2 40.0%	2 66.7%	21 77.8%	16 69.6%	16 57.1%	12 57.1%	1 50.0%	17 53.1%	5 33.3%
							L	l				Fg	Fg
Lead generation	102 58.3%	3 25.0%	3 60.0%	0 0.0%	2 40.0%	2 66.7%	20 74.1%	9 39.1%	20 71.4%	13 61.9%	1 50.0%	21 65.6%	8 53.3%
		FHiK		fh			Acg	fh	Acg	a		a	
Competitive intelligence	89 50.9%	6 50.0%	2 40.0%	1 50.0%	1 20.0%	2 66.7%	20 74.1%	12 52.2%	12 42.9%	8 38.1%	1 50.0%	16 50.0%	8 53.3%
					f		dhi		f	f			
Market entry strategies	82 46.9%	7 58.3%	2 40.0%	0 0.0%	1 20.0%	1 33.3%	15 55.6%	9 39.1%	16 57.1%	6 28.6%	1 50.0%	16 50.0%	8 53.3%

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
New products	80 45.7%	10 83.3% gIjKl	2 40.0%	1 50.0%	2 40.0%	1 33.3%	16 59.3% i	8 34.8% ah	18 64.3% gk	5 23.8% AfH	0 0.0% a	12 37.5% Ah	5 33.3% a
Customer relationship management	67 38.3%	3 25.0%	3 60.0%	2 100.0% hi	2 40.0%	1 33.3%	11 40.7%	11 47.8%	6 21.4% ck	5 23.8% c	1 50.0%	15 46.9% h	7 46.7%
Sales	63 36.0%	1 8.3% bekl	3 60.0% a	0 0.0%	1 20.0%	2 66.7% a	9 33.3%	9 39.1%	8 28.6%	7 33.3%	1 50.0%	15 46.9% a	7 46.7% a
Market selection	58 33.1%	5 41.7%	1 20.0%	0 0.0%	1 20.0%	1 33.3%	13 48.1% i	5 21.7% j	9 32.1%	3 14.3% fj	2 100.0% gi	12 37.5%	6 40.0%
Innovation	52 29.7%	8 66.7% dHil	2 40.0%	0 0.0%	0 0.0% a	1 33.3%	9 33.3%	8 34.8%	4 14.3% Ak	4 19.0% a	0 0.0%	13 40.6% h	3 20.0% a
Pricing	48 27.4%	4 33.3%	2 40.0%	1 50.0%	0 0.0%	2 66.7% i	10 37.0% i	9 39.1% i	5 17.9%	2 9.5% efg	1 50.0%	7 21.9%	5 33.3%
Customer service	45 25.7%	4 33.3% i	2 40.0% i	0 0.0%	1 20.0%	0 0.0%	6 22.2%	9 39.1% I	6 21.4%	1 4.8% abGjkl	1 50.0% i	10 31.3% i	5 33.3% i
Distribution	18 10.3%	0 0.0% j	0 0.0%	0 0.0%	1 20.0%	0 0.0%	6 22.2% k	2 8.7%	2 7.1%	2 9.5%	1 50.0% ak	1 3.1% fj	3 20.0%
Stock market performance	4 2.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 33.3% GHkl	1 3.7%	0 0.0% E	0 0.0% E	1 4.8%	0 0.0%	0 0.0% E	0 0.0% e

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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
Advertising	45 72.6% c	44 71.0% c	31 93.9% ab	15 83.3%	45 67.2% e	23 82.1%	18 72.0%	10 90.9%	26 86.7% a	13 92.9%	58 75.3%	42 80.8%	35 76.1%
Brand	45 72.6%	45 72.6%	29 87.9%	16 88.9%	41 61.2% cdef	23 82.1%	22 88.0% a	11 100.0% a	25 83.3% a	13 92.9% a	61 79.2%	39 75.0%	35 76.1%
Social media	41 66.1% C	50 80.6%	31 93.9% Ad	13 72.2% c	47 70.1% d	22 78.6%	18 72.0%	11 100.0% a	25 83.3%	12 85.7%	60 77.9%	40 76.9%	35 76.1%
Promotion	46 74.2% c	42 67.7% C	31 93.9% aBd	13 72.2% c	42 62.7% E	23 82.1%	18 72.0%	10 90.9%	27 90.0% A	12 85.7%	57 74.0%	42 80.8%	33 71.7%
Positioning	41 66.1% C	45 72.6% c	30 90.9% Ab	15 83.3%	45 67.2%	22 78.6%	21 84.0%	10 90.9%	23 76.7%	10 71.4%	58 75.3%	37 71.2%	36 78.3%
Marketing analytics	42 67.7% c	37 59.7% C	29 87.9% aB	12 66.7%	41 61.2%	20 71.4%	17 68.0%	10 90.9%	21 70.0%	11 78.6%	55 71.4%	35 67.3%	30 65.2%
Public relations	39 62.9%	40 64.5%	17 51.5%	12 66.7%	41 61.2%	22 78.6% e	15 60.0%	6 54.5%	16 53.3% b	8 57.1%	52 67.5%	29 55.8%	27 58.7%
Marketing research	40 64.5% b	28 45.2% aC	25 75.8% B	11 61.1%	32 47.8% f	17 60.7%	17 68.0%	8 72.7%	18 60.0%	12 85.7% a	44 57.1%	32 61.5%	28 60.9%
Lead generation	40 64.5% c	39 62.9% c	13 39.4% ab	10 55.6%	39 58.2%	18 64.3%	16 64.0%	6 54.5%	16 53.3%	7 50.0%	41 53.2% c	26 50.0% C	35 76.1% aB
Competitive intelligence	35 56.5%	27 43.5%	19 57.6%	8 44.4%	30 44.8%	16 57.1%	11 44.0%	8 72.7%	17 56.7%	7 50.0%	43 55.8%	27 51.9%	19 41.3%
Market entry strategies	31 50.0%	26 41.9%	18 54.5%	7 38.9%	30 44.8%	16 57.1%	12 48.0%	5 45.5%	15 50.0%	4 28.6%	36 46.8%	21 40.4%	25 54.3%

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

Topic 8: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
New products	36 58.1% bD	24 38.7% a	17 51.5% d	3 16.7% Ac	32 47.8%	14 50.0%	8 32.0% e	3 27.3%	18 60.0% c	5 35.7%	35 45.5%	21 40.4%	24 52.2%
Customer relationship management	18 29.0% b	29 46.8% a	15 45.5%	5 27.8%	30 44.8%	11 39.3%	9 36.0%	4 36.4%	9 30.0%	4 28.6%	34 44.2%	20 38.5%	13 28.3%
Sales	23 37.1%	24 38.7%	11 33.3%	5 27.8%	33 49.3% E	8 28.6%	9 36.0%	3 27.3%	6 20.0% A	4 28.6%	24 31.2% c	15 28.8% c	24 52.2% ab
Market selection	21 33.9%	18 29.0%	13 39.4%	6 33.3%	23 34.3%	10 35.7%	7 28.0%	4 36.4%	10 33.3%	4 28.6%	22 28.6%	19 36.5%	17 37.0%
Innovation	16 25.8%	18 29.0%	15 45.5% d	3 16.7% c	16 23.9%	12 42.9%	6 24.0%	4 36.4%	11 36.7%	3 21.4%	24 31.2%	17 32.7%	11 23.9%
Pricing	19 30.6%	11 17.7% C	16 48.5% Bd	2 11.1% c	20 29.9%	6 21.4%	5 20.0%	3 27.3%	10 33.3%	4 28.6%	15 19.5%	17 32.7%	16 34.8%
Customer service	17 27.4%	16 25.8%	9 27.3%	3 16.7%	24 35.8% f	7 25.0%	5 20.0%	2 18.2%	6 20.0%	1 7.1% a	18 23.4%	18 34.6%	9 19.6%
Distribution	11 17.7% B	2 3.2% A	3 9.1%	2 11.1%	6 9.0%	3 10.7%	3 12.0%	1 9.1%	4 13.3%	1 7.1%	4 5.2%	8 15.4%	6 13.0%
Stock market performance	1 1.6%	1 1.6%	2 6.1%	0 0.0%	2 3.0%	1 3.6%	0 0.0%	0 0.0%	1 3.3%	0 0.0%	2 2.6%	2 3.8%	0 0.0%

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

Topic 8: Marketing Leadership

Number of reports

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
How many direct reports do you have?	164 5.1 5.0	10 4.4 2.4	4 4.8 3.0	2 5.0 1.4	4 2.8 2.5	2 5.5 0.7	26 5.7 5.3	23 6.2 6.3 k	26 7.6 6.3 Kl	21 4.3 6.3	2 2.0 2.8	30 3.5 2.7 gH	14 3.4 2.4 h
How many indirect (dotted-line) reports do you have?	151 11.0 15.7	11 14.9 19.0 i	4 15.0 26.7	1 43.0 ---	5 6.4 5.2	3 1.3 1.5	23 14.8 19.0 i	21 14.0 16.3 i	23 12.3 17.2	18 4.0 5.0 afg	2 6.0 8.5	27 9.6 14.9	13 7.2 11.4

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

Topic 8: Marketing Leadership

Number of reports

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
How many direct reports do you have?	56 6.5 5.9 Bd	57 3.9 4.4 A	33 5.4 4.7 C	18 3.6 3.5 a	63 3.4 2.3 bCDEf	26 5.3 6.1 a	24 5.5 3.6 A	11 7.8 7.7 A	27 7.3 7.7 A	13 4.8 2.3 a	74 4.5 4.4 A	47 6.1 6.3 B	43 4.9 4.4 C
How many indirect (dotted-line) reports do you have?	52 11.2 16.4	51 9.2 12.9 c	32 16.1 18.4 b	16 5.8 13.6	53 5.4 10.5 CEF	27 6.4 8.3 cEf	21 14.6 18.0 Ab	9 7.6 10.8	28 22.0 21.2 AB	13 16.0 17.1 Ab	67 6.5 10.2 B	46 17.5 19.6 A	38 10.9 15.9

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

Topic 8: Marketing Leadership

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

Number of respondents Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
In your current role?	171	11	4	2	6	3	27	23	27	21	2	31	14
	5.3	3.1	7.3	4.0	8.5	2.0	5.8	5.2	3.6	4.9	8.5	6.5	6.1
	4.3	2.3	1.7	4.2	4.9	1.7	3.9	4.9	3.3	3.6	7.8	5.4	4.6
		BDf	Aeh		AH	b	ah		bDfkl			h	h
In any role?	159	12	4	2	5	3	25	22	23	21	2	29	11
	9.4	7.8	13.8	7.5	17.2	13.3	12.9	7.7	5.5	8.4	14.5	9.6	10.0
	8.2	6.6	6.9	3.5	10.9	12.5	9.0	8.3	5.8	6.8	16.3	8.2	8.9
		d	h		agHi		gH	df	bDF	d			

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

Topic 8: Marketing Leadership

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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?	60 5.0 4.1	59 6.1 4.7	34 4.7 4.2	18 4.8 4.2	65 5.6 4.4	27 6.3 4.8	24 4.1 3.7	11 5.5 5.1	30 5.4 4.4	14 3.8 3.1	76 5.2 4.5	50 5.5 4.1
In any role?	54 9.1 8.2	55 9.7 7.6	32 9.0 8.7	18 10.3 9.9	57 8.0 7.3	24 9.8 9.4	24 9.4 8.5	11 11.7 9.7	30 11.0 8.7	13 9.8 7.4	72 9.2 8.1	48 10.0 8.9	39 9.2 7.8

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

Topic 8: Marketing Leadership

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Yes	107 60.8%	9 75.0%	4 80.0%	1 50.0%	4 66.7%	1 33.3%	17 63.0%	17 73.9%	16 57.1%	12 57.1%	1 50.0%	18 56.3%	7 46.7%
No	69 39.2%	3 25.0%	1 20.0%	1 50.0%	2 33.3%	2 66.7%	10 37.0%	6 26.1%	12 42.9%	9 42.9%	1 50.0%	14 43.8%	8 53.3%

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

Topic 8: Marketing Leadership

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Yes	34 54.8% c	34 54.8% c	26 76.5% ab	13 72.2%	33 48.5% Ef	14 50.0% e	17 68.0%	8 72.7%	24 80.0% Ab	11 78.6% a	42 54.5%	33 63.5%	32 68.1%
No	28 45.2% c	28 45.2% c	8 23.5% ab	5 27.8%	35 51.5% Ef	14 50.0% e	8 32.0%	3 27.3%	6 20.0% Ab	3 21.4% a	35 45.5%	19 36.5%	15 31.9%

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

Topic 8: Marketing Leadership

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Increasing pressure	62 57.9%	5 55.6%	2 50.0%	0 0.0%	2 50.0%	0 0.0%	11 64.7%	11 64.7%	7 43.8%	7 58.3%	1 100.0%	13 72.2%	3 42.9%
About the same amount of pressure	45 42.1%	4 44.4%	2 50.0%	1 100.0%	2 50.0%	1 100.0%	6 35.3%	6 35.3%	9 56.3%	5 41.7%	0 0.0%	5 27.8%	4 57.1%
Decreasing pressure	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.6	0.6	0.5	0.0	0.5	0.0	0.6	0.6	0.4	0.6	1.0	0.7	0.4
SD	0.5	0.5	0.6	0.0	0.6	0.0	0.5	0.5	0.5	0.5	0.0	0.5	0.5

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

Topic 8: Marketing Leadership

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

	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
Increasing pressure	19 55.9%	24 70.6% d	14 53.8%	5 38.5% b	21 63.6%	7 50.0%	9 52.9%	6 75.0%	13 54.2%	6 54.5%	27 64.3%	17 51.5%	18 56.3%
About the same amount of pressure	15 44.1%	10 29.4% d	12 46.2%	8 61.5% b	12 36.4%	7 50.0%	8 47.1%	2 25.0%	11 45.8%	5 45.5%	15 35.7%	16 48.5%	14 43.8%
Decreasing pressure	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.6	0.7	0.5	0.4	0.6	0.5	0.5	0.8	0.5	0.5	0.6	0.5	0.6
SD	0.5	0.5 d	0.5	0.5 b	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5

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

Topic 9: Marketing Analytics

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufact- uring F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
...do you currently spend on marketing analytics?	194 6.4 6.4	12 6.4 4.5 d	8 7.6 8.8	3 2.0 2.6 d	6 12.5 5.2 acefGiK	3 3.3 5.8 d	30 6.5 6.4 d	24 5.6 5.5 D	30 7.9 7.2	23 5.8 6.0 d	3 8.3 10.4	36 5.1 6.0 D	16 7.2 7.0
...will you spend on marketing analytics in the next three years?	194 11.7 9.1	12 9.3 6.5 d	8 15.9 10.1	3 2.3 2.5 dhl	6 17.5 8.8 acg	3 10.0 10.0	30 10.7 8.2	24 8.9 8.8 dhl	30 14.7 8.9 cgk	23 11.5 8.8	3 16.7 12.6	36 9.8 9.7 h	16 15.0 9.4 cg

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

Topic 9: Marketing Analytics

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

Number of respondents Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
...do you currently spend on marketing analytics?	65 7.0 6.6	69 5.6 6.0	36 6.8 6.3	24 6.6 7.0	76 5.9 6.4	32 5.5 6.0	28 6.3 6.2	11 6.4 5.4	32 7.6 6.1	15 9.0 8.2	84 5.6 6.3	57 6.3 5.2	53 7.9 7.5
...will you spend on marketing analytics in the next three years?	65 11.8 8.6	69 12.1 9.2	36 11.0 9.9	24 11.0 9.5	76 12.4 9.3	32 9.0 8.3	28 11.2 8.9	11 11.2 10.2	32 12.2 9.2	15 13.9 9.3	84 10.9 8.6	57 11.0 9.0	53 13.6 9.8

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

Topic 9: Marketing Analytics

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

Number of respondents Mean SD	Total	Industry Sector											
	Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L	
	Percent of projects	193	12	8	3	6	3	30	23	30	23	3	36
	29.0	36.8	35.3	35.0	34.2	25.0	28.2	37.5	33.3	24.3	21.7	21.3	24.8
	31.8	32.5	40.4	40.9	19.1	25.0	30.3	38.3	35.9	30.8	25.7	26.9	30.6

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

Topic 9: Marketing Analytics

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of projects	65	69	35	24	76	32	28	11	32	14	84	56	53
	24.9	23.3	46.9	30.6	30.0	16.9	32.3	18.6	36.8	35.3	22.7	29.0	39.2
	29.1	29.4	36.6	30.3	32.9	26.0	33.1	25.4	32.6	32.5	29.0	31.6	34.1
	C	C	AB		b	acEf	b		B	b	C		A

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

Topic 9: Marketing Analytics

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
1=Not At All	47 24.2%	1 8.3%	3 37.5%	1 33.3%	0 0.0%	1 33.3%	8 26.7%	6 25.0%	5 16.7%	5 21.7%	1 33.3%	12 33.3%	4 25.0%
2=	41 21.1%	2 16.7%	0 0.0%	0 0.0%	2 33.3%	1 33.3%	7 23.3%	3 12.5%	8 26.7%	6 26.1%	0 0.0%	8 22.2%	4 25.0%
3=	24 12.4%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	6 20.0%	3 12.5%	2 6.7%	1 4.3%	1 33.3%	8 22.2%	2 12.5%
4=	26 13.4%	2 16.7%	1 12.5%	0 0.0%	2 33.3%	0 0.0%	6 20.0%	2 8.3%	3 10.0%	3 13.0%	1 33.3%	2 5.6%	4 25.0%
5=	32 16.5%	3 25.0%	3 37.5%	0 0.0%	2 33.3%	1 33.3%	2 6.7%	6 25.0%	4 13.3%	6 26.1%	0 0.0%	4 11.1%	1 6.3%
6=	15 7.7%	2 16.7%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 3.3%	3 12.5%	5 16.7%	1 4.3%	0 0.0%	2 5.6%	0 0.0%
7=Very Highly	9 4.6%	2 16.7%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	3 10.0%	1 4.3%	0 0.0%	0 0.0%	1 6.3%
Mean	3.2	4.5	3.6	3.3	3.7	2.7	2.7	3.5	3.7	3.3	2.7	2.6	2.9
SD	1.8	2.0	2.3	2.5	1.4	2.1	1.4	2.0	2.1	1.9	1.5	1.6	1.7
		FKI					Ah	k	fk			Agh	a

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

Topic 9: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All	16 25.0%	19 27.5%	4 10.8%	8 33.3%	24 31.6%	11 35.5%	4 14.3%	2 18.2%	3 9.4%	3 18.8%	26 31.3%	10 17.5%	11 20.4%
2=	19 29.7%	17 24.6%	4 10.8%	1 4.2%	15 19.7%	5 16.1%	7 25.0%	2 18.2%	9 28.1%	3 18.8%	23 27.7%	14 24.6%	4 7.4%
3=	8 12.5%	10 14.5%	4 10.8%	2 8.3%	9 11.8%	6 19.4%	4 14.3%	1 9.1%	3 9.4%	1 6.3%	10 12.0%	8 14.0%	6 11.1%
4=	9 14.1%	9 13.0%	6 16.2%	2 8.3%	11 14.5%	4 12.9%	3 10.7%	1 9.1%	4 12.5%	3 18.8%	10 12.0%	12 21.1%	4 7.4%
5=	6 9.4%	8 11.6%	9 24.3%	9 37.5%	10 13.2%	4 12.9%	6 21.4%	4 36.4%	5 15.6%	3 18.8%	7 8.4%	10 17.5%	15 27.8%
6=	3 4.7%	6 8.7%	6 16.2%	0 0.0%	5 6.6%	1 3.2%	2 7.1%	1 9.1%	5 15.6%	1 6.3%	3 3.6%	1 1.8%	11 20.4%
7=Very Highly	3 4.7%	0 0.0%	4 10.8%	2 8.3%	2 2.6%	0 0.0%	2 7.1%	0 0.0%	3 9.4%	2 12.5%	4 4.8%	2 3.5%	3 5.6%
Mean	2.9	2.8	4.2	3.5	2.9	2.6	3.5	3.5	3.8	3.7	2.7	3.2	4.0
SD	1.7 C	1.7 C	1.8 AB	2.1	1.8 e	1.6 E	1.9	1.8	1.9 aB	2.1	1.7 C	1.6 c	2.0 Ab

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

Topic 9: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Yes	59 30.4%	7 58.3% fi	4 50.0%	1 50.0%	2 33.3%	0 0.0%	6 20.0% ah	6 25.0%	14 45.2% fi	4 17.4% ah	0 0.0%	10 27.8%	5 31.3%
No	135 69.6%	5 41.7% fi	4 50.0%	1 50.0%	4 66.7%	3 100.0%	24 80.0% ah	18 75.0%	17 54.8% fi	19 82.6% ah	3 100.0%	26 72.2%	11 68.8%

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

Topic 9: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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	18 27.7%	22 32.4%	15 40.5%	4 16.7%	19 25.3% f	5 15.6% eF	9 32.1%	4 36.4%	13 40.6% b	9 56.3% aB	20 24.1%	20 35.1%	19 35.2%
No	47 72.3%	46 67.6%	22 59.5%	20 83.3%	56 74.7% f	27 84.4% eF	19 67.9%	7 63.6%	19 59.4% b	7 43.8% aB	63 75.9%	37 64.9%	35 64.8%

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

Topic 9: Marketing Analytics

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
We prove the impact quantitatively	72 41.9%	7 58.3% d	4 100.0% dfiK	0 0.0%	0 0.0% abh	1 33.3%	10 37.0% b	11 47.8%	16 57.1% dk	7 35.0% b	1 50.0%	8 25.8% Bh	7 46.7%
We have a good qualitative sense of the impact, but not a quantitative impact	68 39.5%	3 25.0%	0 0.0% dk	2 100.0% 1	4 80.0% bgl	2 66.7%	9 33.3%	7 30.4% dk	10 35.7%	9 45.0%	1 50.0%	18 58.1% bgl	3 20.0% cdk
We haven't been able to show the impact yet	32 18.6%	2 16.7%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	8 29.6% h	5 21.7%	2 7.1% fl	4 20.0%	0 0.0%	5 16.1%	5 33.3% h

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

Topic 9: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We prove the impact quantitatively	25 40.3%	19 32.2% d	17 51.5%	11 61.1% b	25 39.1%	8 28.6%	12 48.0%	5 45.5%	14 46.7%	8 57.1%	31 40.3%	21 42.0%	20 44.4%
We have a good qualitative sense of the impact, but not a quantitative impact	23 37.1%	29 49.2%	11 33.3%	5 27.8%	24 37.5%	16 57.1%	9 36.0%	3 27.3%	10 33.3%	6 42.9%	31 40.3%	18 36.0%	19 42.2%
We haven't been able to show the impact yet	14 22.6%	11 18.6%	5 15.2%	2 11.1%	15 23.4% f	4 14.3%	4 16.0%	3 27.3% f	6 20.0%	0 0.0% ad	15 19.5%	11 22.0%	6 13.3%

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

Topic 9: Marketing Analytics

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
We prove the impact quantitatively	59 33.9%	4 33.3%	3 60.0%	1 50.0%	1 20.0%	2 66.7%	9 33.3%	6 26.1%	12 42.9%	5 25.0%	1 50.0%	8 25.0%	7 46.7%
We have a good qualitative sense of the impact, but not a quantitative impact	84 48.3%	6 50.0%	1 20.0%	1 50.0%	4 80.0%	1 33.3%	11 40.7%	13 56.5%	12 42.9%	10 50.0%	1 50.0%	18 56.3%	6 40.0%
We haven't been able to show the impact yet	31 17.8%	2 16.7%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	7 25.9%	4 17.4%	4 14.3%	5 25.0%	0 0.0%	6 18.8%	2 13.3%

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

Topic 9: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We prove the impact quantitatively	22 35.5%	18 29.5%	11 33.3%	8 44.4%	23 34.8%	8 28.6%	8 32.0%	3 27.3%	12 40.0%	5 35.7%	31 40.3%	13 25.5%	15 32.6%
We have a good qualitative sense of the impact, but not a quantitative impact	28 45.2%	31 50.8%	17 51.5%	8 44.4%	31 47.0%	18 64.3%	10 40.0%	5 45.5%	12 40.0%	8 57.1%	35 45.5%	29 56.9%	20 43.5%
We haven't been able to show the impact yet	12 19.4%	12 19.7%	5 15.2%	2 11.1%	12 18.2%	2 7.1% c	7 28.0%	3 27.3%	6 20.0%	1 7.1%	11 14.3%	9 17.6%	11 23.9%

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

Topic 9: Marketing Analytics

How is your company using marketing analytics to drive decision making?

N=288	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	288 100.0%	18 6.3%	17 5.9%	3 1.0%	8 2.8%	7 2.4%	32 11.1%	33 11.5%	55 19.1%	31 10.8%	6 2.1%	61 21.2%	17 5.9%
Customer acquisition	109 37.8%	8 44.4%	5 29.4%	0 0.0%	5 62.5%	1 14.3%	11 34.4%	15 45.5%	19 34.5%	12 38.7%	2 33.3%	24 39.3%	7 41.2%
Customer retention	87 30.2%	7 38.9%	4 23.5%	1 33.3%	2 25.0%	0 0.0%	7 21.9%	17 51.5%	15 27.3%	10 32.3%	2 33.3%	16 26.2%	6 35.3%
Social media	79 27.4%	9 50.0% efHj	3 17.6%	0 0.0%	4 50.0% eh	0 0.0% ad	7 21.9% a	12 36.4% h	9 16.4% Adgl	10 32.3%	0 0.0% a	18 29.5%	7 41.2% h
Product line/assortment optimization	76 26.4%	8 44.4% eK	3 17.6% f	2 66.7% eK	3 37.5%	0 0.0% acf	15 46.9% beK	8 24.2%	15 27.3% k	9 29.0% k	1 16.7%	7 11.5% ACFhi	5 29.4%
Branding	75 26.0%	8 44.4% ekl	3 17.6%	2 66.7% el	4 50.0% el	0 0.0% acd	11 34.4%	7 21.2%	14 25.5%	9 29.0%	3 50.0%	12 19.7% a	2 11.8% acd
Pricing strategy	67 23.3%	8 44.4% bhK	2 11.8% ac	2 66.7% bhK	2 25.0%	2 28.6%	11 34.4% K	11 33.3% K	10 18.2% ac	8 25.8% k	1 16.7%	4 6.6% ACFGiL	6 35.3% K
Promotion strategy	63 21.9%	9 50.0% bdhIK	2 11.8% a	0 0.0%	0 0.0% a	2 28.6%	10 31.3% k	10 30.3% k	13 23.6% a	4 12.9% A	1 16.7%	8 13.1% Afg	4 23.5%
Marketing mix	57 19.8%	9 50.0% dfghiK	4 23.5%	0 0.0%	0 0.0% a	1 14.3%	5 15.6% a	7 21.2% a	12 21.8% a	5 16.1% a	1 16.7%	9 14.8% A	4 23.5%
Multichannel marketing	42 14.6%	3 16.7%	1 5.9%	1 33.3% f	0 0.0%	1 14.3%	1 3.1% cghl	7 21.2% f	12 21.8% f	4 12.9% f	0 0.0%	7 11.5%	5 29.4% f
Recommendation engine	16 5.6%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	6 18.2% ik	4 7.3%	0 0.0%	0 0.0%	2 3.3% g	1 5.9% g

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

Topic 9: Marketing Analytics

How is your company using marketing analytics to drive decision making?

N=288

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	91 31.6%	113 39.2%	51 17.7%	33 11.5%	124 43.1%	41 14.2%	38 13.2%	16 5.6%	42 14.6%	27 9.4%	98 34.0%	64 22.2%	64 22.2%
Customer acquisition	29 31.9% c	39 34.5%	25 49.0% a	16 48.5%	40 32.3%	18 43.9%	14 36.8%	8 50.0%	18 42.9%	11 40.7%	40 40.8% c	32 50.0%	37 57.8% a
Customer retention	20 22.0% Cd	26 23.0% Cd	26 51.0% AB	15 45.5% ab	29 23.4%	15 36.6%	11 28.9%	6 37.5%	16 38.1%	10 37.0%	29 29.6% c	28 43.8%	30 46.9% a
Social media	21 23.1%	32 28.3%	19 37.3%	7 21.2%	28 22.6% e	7 17.1% de	10 26.3%	7 43.8% b	17 40.5% ab	10 37.0%	28 28.6%	25 39.1%	26 40.6%
Product line/assortment optimization	26 28.6% bc	17 15.0% aCd	23 45.1% aB	10 30.3% b	23 18.5% cE	9 22.0% e	14 36.8% a	3 18.8%	18 42.9% Ab	9 33.3%	23 23.5% bC	25 39.1% a	28 43.8% A
Branding	21 23.1%	24 21.2%	18 35.3%	12 36.4%	23 18.5% E	12 29.3%	8 21.1% e	5 31.3%	18 42.9% Ac	9 33.3%	28 28.6%	21 32.8%	26 40.6%
Pricing strategy	25 27.5% B	12 10.6% ACD	19 37.3% B	11 33.3% B	19 15.3% Ef	10 24.4%	7 18.4% e	4 25.0%	18 42.9% Ac	9 33.3% a	22 22.4% b	24 37.5% a	21 32.8%
Promotion strategy	20 22.0% c	15 13.3% C	20 39.2% aB	8 24.2%	15 12.1% CEF	8 19.5%	13 34.2% A	4 25.0%	13 31.0% A	10 37.0% A	21 21.4% b	23 35.9% a	19 29.7%
Marketing mix	15 16.5%	18 15.9% c	15 29.4% b	9 27.3%	16 12.9% EF	8 19.5%	7 18.4%	3 18.8%	13 31.0% A	10 37.0% A	21 21.4%	16 25.0%	20 31.3%
Multichannel marketing	11 12.1%	15 13.3%	12 23.5%	4 12.1%	12 9.7% F	4 9.8% f	6 15.8%	4 25.0%	8 19.0%	8 29.6% Ab	14 14.3%	14 21.9%	14 21.9%
Recommendation engine	6 6.6%	4 3.5%	5 9.8%	1 3.0%	6 4.8%	0 0.0% ef	1 2.6%	1 6.3%	4 9.5% b	4 14.8% b	2 2.0% C	5 7.8%	9 14.1% A

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

Topic 9: Marketing Analytics

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

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Whole-sale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Marketing analytics does not arrive when needed	57 19.8%	4 22.2%	4 23.5%	1 33.3%	2 25.0%	1 14.3%	9 28.1% k	10 30.3% K	12 21.8% k	7 22.6%	1 16.7%	5 8.2% fGh	1 5.9%
Marketing analytics is overly complex	56 19.4%	6 33.3% b	0 0.0% adeGij	0 0.0%	3 37.5% b	2 28.6% b	5 15.6%	11 33.3% Bk	9 16.4%	7 22.6% b	2 33.3% b	8 13.1% g	3 17.6%
Marketing analytics are not highly relevant to our decisions	55 19.1%	0 0.0% cdfhiL	2 11.8%	1 33.3% a	2 25.0% a	1 14.3%	8 25.0% a	4 12.1% l	11 20.0% a	8 25.8% a	1 16.7%	10 16.4% l	7 41.2% Agk
Marketing analytics does not offer sufficient insight	63 21.9%	2 11.1% c	4 23.5%	2 66.7% aegH	1 12.5%	0 0.0% c	11 34.4% H	5 15.2% cl	6 10.9% CFKL	6 19.4%	0 0.0%	19 31.1% H	7 41.2% gH

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

Topic 9: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Marketing analytics does not arrive when needed	17 18.7%	15 13.3% cd	15 29.4% b	10 30.3% b	16 12.9% f	8 19.5%	10 26.3%	5 31.3%	9 21.4%	9 33.3% a	18 18.4%	20 31.3%	19 29.7%
Marketing analytics is overly complex	16 17.6%	16 14.2% cd	14 27.5% b	10 30.3% b	22 17.7% e	5 12.2% e	3 7.9% E	4 25.0%	15 35.7% abC	7 25.9%	17 17.3% c	18 28.1%	21 32.8% a
Marketing analytics are not highly relevant to our decisions	20 22.0%	24 21.2%	6 11.8%	5 15.2%	27 21.8%	14 34.1% Ef	6 15.8%	2 12.5%	4 9.5% B	2 7.4% b	36 36.7% bC	14 21.9% ac	5 7.8% Ab
Marketing analytics does not offer sufficient insight	21 23.1%	29 25.7%	8 15.7%	5 15.2%	27 21.8%	11 26.8%	12 31.6%	3 18.8%	6 14.3%	4 14.8%	28 28.6%	20 31.3%	15 23.4%

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