



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

CMO Survey Report:

Results by Firm & Industry Characteristics

Feb. 2016

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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?

(N=289)	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
3=More	85 30.6%	2 11.8% Eh	8 40.0%	2 16.7% e	1 16.7%	6 75.0% AcgjkL	1 16.7%	9 33.3% e	18 38.3% al	1 33.3%	18 34.6% e	6 28.6% e	9 19.1% Eh	4 44.4%
2=No Change	97 34.9%	8 47.1% m	4 20.0%	6 50.0% m	2 33.3%	1 12.5%	2 33.3%	9 33.3%	17 36.2% m	1 33.3%	18 34.6% m	7 33.3%	21 44.7% m	0 0.0% achjl
1=Less	96 34.5%	7 41.2%	8 40.0%	4 33.3%	3 50.0%	1 12.5%	3 50.0%	9 33.3%	12 25.5%	1 33.3%	16 30.8%	8 38.1%	17 36.2%	5 55.6%
Mean	2.0	1.7	2.0	1.8	1.7	2.6	1.7	2.0	2.1	2.0	2.0	1.9	1.8	1.9
SD	0.8	0.7 E	0.9	0.7 e	0.8 e	0.7 AcdfkL	0.8 e	0.8	0.8	1.0	0.8	0.8 e	0.7 E	1.1

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?

(N=289)

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	3=More	24 27.0%	33 29.2%	12 33.3%	16 40.0%	32 33.7% b	6 16.2% acd	16 38.1% b	9 45.0% b	12 27.9%	9 25.0%	35 27.8%	22 28.2%
2=No Change	39 43.8% b	32 28.3% a	11 30.6%	15 37.5%	31 32.6%	14 37.8%	12 28.6%	7 35.0%	16 37.2%	13 36.1%	43 34.1%	26 33.3%	24 36.9%
1=Less	26 29.2%	48 42.5% d	13 36.1%	9 22.5% b	32 33.7%	17 45.9%	14 33.3%	4 20.0%	15 34.9%	14 38.9%	48 38.1%	30 38.5%	17 26.2%
Mean	2.0	1.9	2.0	2.2	2.0	1.7	2.0	2.3	1.9	1.9	1.9	1.9	2.1
SD	0.8	0.8 d	0.8	0.8 b	0.8	0.7 d	0.9	0.8 b	0.8	0.8	0.8	0.8	0.8

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Optimism rating	271	17	19	12	6	8	6	26	47	3	51	20	45	8
	64.4	65.2	60.2	63.8	70.0	79.4	52.3	61.8	64.2	61.7	63.3	67.2	63.2	76.3
	14.8	13.0	14.0	15.5	20.2	12.4	10.9	15.0	14.3	20.2	13.7	16.9	14.9	8.3
		efm	EM	e	aBcFGHJL	aEM	Em	Em	Em	Em	Em	Em	Em	aBFghjl

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Optimism rating	88	110	35	38	95	34	41	20	41	35	123	75	64
	64.3	63.2	64.7	67.8	63.6	57.5	66.3	66.5	67.3	66.5	63.3	64.7	67.3
	14.0	15.3	14.7	15.3	15.0	14.0	15.5	10.3	14.8	13.8	15.1	14.4	14.1
					b	acdEF	b	b	B	B			

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
3=More	150 54.9%	9 52.9%	13 65.0% f	6 50.0%	2 33.3%	4 50.0%	1 16.7%	16 61.5%	22 50.0%	1 33.3%	32 61.5% f	11 50.0%	27 57.4%	5 55.6%
2=No Change	74 27.1%	5 29.4%	5 25.0%	4 33.3%	2 33.3%	2 25.0%	1 16.7%	5 19.2%	13 29.5%	2 66.7%	15 28.8%	8 36.4%	9 19.1%	3 33.3%
1=Less	49 17.9%	3 17.6% f	2 10.0% F	2 16.7% f	2 33.3%	2 25.0%	4 66.7% aBcghJklm	5 19.2% f	9 20.5% f	0 0.0%	5 9.6% F	3 13.6% f	11 23.4% f	1 11.1% f
Mean	2.4	2.4	2.6	2.3	2.0	2.3	1.5	2.4	2.3	2.3	2.5	2.4	2.3	2.4
SD	0.8	0.8 f	0.7 F	0.8	0.9	0.9	0.8 aBghJklm	0.8 f	0.8 f	0.6	0.7 F	0.7 f	0.8 f	0.7 f

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	3=More	46 52.9%	65 58.0%	16 47.1%	23 57.5%	60 63.2%	18 48.6%	22 52.4%	10 55.6%	19 45.2%	17 50.0%	69 54.8%	36 48.0%
2=No Change	23 26.4%	29 25.9%	10 29.4%	12 30.0%	21 22.1%	10 27.0%	13 31.0%	7 38.9%	14 33.3%	8 23.5%	35 27.8%	22 29.3%	16 25.4%
1=Less	18 20.7%	18 16.1%	8 23.5%	5 12.5%	14 14.7%	9 24.3%	7 16.7%	1 5.6%	9 21.4%	9 26.5%	22 17.5%	17 22.7%	8 12.7%
Mean	2.3	2.4	2.2	2.5	2.5	2.2	2.4	2.5	2.2	2.2	2.4	2.3	2.5
SD	0.8	0.8	0.8	0.7	0.7	0.8	0.8	0.6	0.8	0.9	0.8	0.8	0.7

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
Mean		A	B	C	D	E	F	G	H	I	J	K	L	M
SD														
Optimism rating	272	16	19	12	6	8	6	27	46	3	51	20	47	8
	72.2	73.8	76.8	72.5	80.5	62.0	50.8	69.0	71.0	66.7	72.5	78.4	70.7	85.6
	17.7	20.1	13.6	12.5	25.1	24.3	21.1	20.6	20.5	20.8	14.2	16.3	14.9	10.8
		f	F	fm		km	aBchJKL	m	f		Fm	eF	FM	ceFgjL
							M							

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Optimism rating	89	111	33	39	95	36	41	20	40	35	124	74	65
	70.1	72.2	73.9	75.4	71.2	70.3	70.2	72.3	76.2	72.8	71.3	72.3	74.4
	19.6	17.2	13.9	17.5	17.7	20.0	16.8	15.3	18.6	17.5	18.9	17.3	15.4

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 1: Marketplace Dynamics - Customers

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

N=258	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=1st Priority	37 34.6%	4 66.7%	3 50.0%	2 25.0%	0 0.0%	0 0.0%	1 33.3%	4 26.7%	9 42.9%	1 50.0%	3 21.4%	4 40.0%	3 23.1%	1 25.0%
2=2nd Priority	29 27.1%	1 16.7%	1 16.7%	3 37.5%	0 0.0%	0 0.0%	1 33.3%	4 26.7%	10 47.6%	1 50.0%	2 14.3%	2 20.0%	3 23.1%	1 25.0%
3=3rd Priority	41 38.3%	1 16.7%	2 33.3%	3 37.5%	1 100.0%	2 100.0%	1 33.3%	7 46.7%	2 9.5%	0 0.0%	9 64.3%	4 40.0%	7 53.8%	2 50.0%
Mean	2.0	1.5	1.8	2.1	3.0	3.0	2.0	2.2	1.7	1.5	2.4	2.0	2.3	2.3
SD	0.9	0.8 j	1.0	0.8	0.0	0.0	1.0	0.9 h	0.7 gJl	0.7	0.9 aH	0.9	0.9 h	1.0

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: Low Price

N=258

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=1st Priority	16 44.4%	11 30.6%	5 26.3%	5 31.3%	10 30.3%	5 41.7%	10 58.8%	1 11.1%	6 27.3%	5 38.5%	16 34.0%	15 42.9%
2=2nd Priority	13 36.1%	8 22.2%	5 26.3%	3 18.8%	3 9.1%	4 33.3%	5 29.4%	3 33.3%	7 31.8%	6 46.2%	12 25.5%	11 31.4%	4 19.0%
3=3rd Priority	7 19.4%	17 47.2%	9 47.4%	8 50.0%	20 60.6%	3 25.0%	2 11.8%	5 55.6%	9 40.9%	2 15.4%	19 40.4%	9 25.7%	11 52.4%
Mean	1.8	2.2	2.2	2.2	2.3	1.8	1.5	2.4	2.1	1.8	2.1	1.8	2.2
SD	0.8	0.9	0.9	0.9	0.9	0.8	0.7	0.7	0.8	0.7	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

N=258	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=1st Priority	74 41.8%	2 14.3% Cel	5 38.5%	6 75.0% Ak	3 50.0%	4 66.7% a	1 33.3%	5 45.5%	14 38.9%	0 0.0%	11 44.0%	3 21.4% c	15 48.4% a	4 57.1%
2=2nd Priority	59 33.3%	5 35.7%	3 23.1%	1 12.5%	3 50.0%	1 16.7%	1 33.3%	6 54.5%	11 30.6%	0 0.0%	8 32.0%	6 42.9%	10 32.3%	2 28.6%
3=3rd Priority	44 24.9%	7 50.0% dgl	5 38.5% g	1 12.5%	0 0.0% a	1 16.7%	1 33.3%	0 0.0% abhk	11 30.6% g	0 0.0%	6 24.0%	5 35.7% g	6 19.4% a	1 14.3%
Mean	1.8	2.4	2.0	1.4	1.5	1.5	2.0	1.5	1.9	---	1.8	2.1	1.7	1.6
SD	0.8	0.7	0.9	0.7	0.5	0.8	1.0	0.5	0.8	---	0.8	0.8	0.8	0.8
		CdeGjlm		Ak	a	a		Ak			a	cg	a	a

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

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

N=258	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=1st Priority	36 51.4% b	18 30.0% a	8 36.4%	12 48.0%	26 44.8%	10 41.7%	10 38.5%	4 30.8%	13 50.0%	10 38.5%	37 47.4%	19 38.8%
2=2nd Priority	20 28.6%	24 40.0%	10 45.5%	5 20.0%	17 29.3%	9 37.5%	8 30.8%	6 46.2%	6 23.1%	10 38.5%	24 30.8%	18 36.7%	16 36.4%
3=3rd Priority	14 20.0%	18 30.0%	4 18.2%	8 32.0%	15 25.9%	5 20.8%	8 30.8%	3 23.1%	7 26.9%	6 23.1%	17 21.8%	12 24.5%	13 29.5%
Mean	1.7	2.0	1.8	1.8	1.8	1.8	1.9	1.9	1.8	1.8	1.7	1.9	2.0
SD	0.8 b	0.8 a	0.7	0.9	0.8	0.8	0.8	0.8	0.9	0.8	0.8	0.8	0.8

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

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

N=258	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
1=1st Priority	33 27.7%	2 50.0%	3 33.3%	1 20.0%	0 0.0%	2 66.7%	0 0.0%	1 10.0%	7 26.9%	0 0.0%	7 35.0%	1 20.0%	8 29.6%	1 33.3%
2=2nd Priority	40 33.6%	1 25.0%	5 55.6%	1 20.0%	0 0.0%	0 0.0%	2 66.7%	5 50.0%	7 26.9%	0 0.0%	5 25.0%	4 80.0%	10 37.0%	0 0.0%
3=3rd Priority	46 38.7%	1 25.0%	1 11.1%	3 60.0%	2 100.0%	1 33.3%	1 33.3%	4 40.0%	12 46.2%	1 100.0%	8 40.0%	0 0.0%	9 33.3%	2 66.7%
Mean	2.1	1.8	1.8	2.4	3.0	1.7	2.3	2.3	2.2	3.0	2.1	1.8	2.0	2.3
SD	0.8	1.0	0.7	0.9	0.0	1.2	0.6	0.7	0.8	0.0	0.9	0.4	0.8	1.2

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

N=258

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=1st Priority	9 20.9%	16 33.3%	4 25.0%	4 33.3%	11 31.4%	2 14.3%	3 20.0%	2 25.0%	7 35.0%	7 28.0%	16 29.1%	10 31.3%
2=2nd Priority	17 39.5%	13 27.1%	6 37.5%	4 33.3%	14 40.0%	4 28.6%	2 13.3%	2 25.0%	7 35.0%	10 40.0%	14 25.5%	11 34.4%	12 44.4%
3=3rd Priority	17 39.5%	19 39.6%	6 37.5%	4 33.3%	10 28.6%	8 57.1%	10 66.7%	4 50.0%	6 30.0%	8 32.0%	25 45.5%	11 34.4%	8 29.6%
Mean	2.2	2.1	2.1	2.0	2.0	2.4	2.5	2.3	2.0	2.0	2.2	2.0	2.0
SD	0.8	0.9	0.8	0.9	0.8	0.8	0.8	0.9	0.8	0.8	0.9	0.8	0.8

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 1: Marketplace Dynamics - Customers

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

N=258	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=1st Priority	69 33.7%	6 37.5%	3 21.4%	2 33.3%	3 50.0%	0 0.0%	1 33.3%	10 52.6%	9 27.3%	1 33.3%	12 30.0%	9 52.9%	10 31.3%	3 42.9%
2=2nd Priority	78 38.0%	5 31.3%	5 35.7%	3 50.0%	3 50.0%	6 85.7%	1 33.3%	5 26.3%	13 39.4%	1 33.3%	18 45.0%	4 23.5%	10 31.3%	4 57.1%
3=3rd Priority	58 28.3%	5 31.3%	6 42.9%	1 16.7%	0 0.0%	1 14.3%	1 33.3%	4 21.1%	11 33.3%	1 33.3%	10 25.0%	4 23.5%	12 37.5%	0 0.0%
Mean	1.9	1.9	2.2	1.8	1.5	2.1	2.0	1.7	2.1	2.0	2.0	1.7	2.1	1.6
SD	0.8	0.9	0.8	0.8	0.5 e	0.4 dm	1.0	0.8	0.8	1.0	0.7	0.8	0.8	0.5 e

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

N=258

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=1st Priority	13 22.0% b	36 39.1% a	9 45.0%	11 32.4%	21 30.4%	9 31.0%	13 37.1%	9 52.9%	11 36.7%	6 28.6%	28 29.5%	18 32.7%
2=2nd Priority	21 35.6%	33 35.9% d	5 25.0% d	19 55.9% bc	31 44.9%	11 37.9%	14 40.0%	5 29.4%	11 36.7%	6 28.6%	40 42.1%	19 34.5%	17 34.7%
3=3rd Priority	25 42.4% bD	23 25.0% a	6 30.0%	4 11.8% A	17 24.6%	9 31.0%	8 22.9%	3 17.6%	8 26.7%	9 42.9%	27 28.4%	18 32.7%	10 20.4%
Mean	2.2	1.9	1.9	1.8	1.9	2.0	1.9	1.6	1.9	2.1	2.0	2.0	1.8
SD	0.8 Bd	0.8 A	0.9	0.6 a	0.7	0.8	0.8	0.8	0.8	0.9	0.8	0.8	0.8

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

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

N=258	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=1st Priority	45 27.1%	2 25.0%	4 33.3%	0 0.0%	0 0.0%	2 33.3%	2 66.7%	5 25.0%	6 31.6%	1 33.3%	12 33.3%	2 18.2%	9 28.1%	0 0.0%
2=2nd Priority	52 31.3%	4 50.0%	4 33.3%	3 50.0%	0 0.0%	1 16.7%	0 0.0%	5 25.0%	4 21.1%	1 33.3%	12 33.3%	3 27.3%	12 37.5%	2 33.3%
3=3rd Priority	69 41.6%	2 25.0%	4 33.3%	3 50.0%	3 100.0%	3 50.0%	1 33.3%	10 50.0%	9 47.4%	1 33.3%	12 33.3%	6 54.5%	11 34.4%	4 66.7%
Mean	2.1	2.0	2.0	2.5	3.0	2.2	1.7	2.3	2.2	2.0	2.0	2.4	2.1	2.7
SD	0.8	0.8	0.9	0.5	0.0	1.0	1.2	0.9	0.9	1.0	0.8	0.8	0.8	0.5

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

N=258

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=1st Priority	12 24.0%	22 30.1%	5 31.3%	6 22.2%	17 28.3%	7 35.0%	4 14.8%	3 30.0%	4 16.0%	7 35.0%	20 26.3%	9 21.4%
2=2nd Priority	15 30.0%	25 34.2%	5 31.3%	7 25.9%	20 33.3%	5 25.0%	11 40.7%	3 30.0%	10 40.0%	3 15.0%	27 35.5%	12 28.6%	12 28.6%
3=3rd Priority	23 46.0%	26 35.6%	6 37.5%	14 51.9%	23 38.3%	8 40.0%	12 44.4%	4 40.0%	11 44.0%	10 50.0%	29 38.2%	21 50.0%	19 45.2%
Mean	2.2	2.1	2.1	2.3	2.1	2.1	2.3	2.1	2.3	2.2	2.1	2.3	2.2
SD	0.8	0.8	0.9	0.8	0.8	0.9	0.7	0.9	0.7	0.9	0.8	0.8	0.8

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
3=More	153 59.3%	8 50.0%	9 50.0%	6 54.5%	3 50.0%	4 50.0%	1 20.0%	12 48.0%	27 60.0%	3 100.0%	32 71.1%	11 57.9%	31 68.9%	3 33.3%
							jl				fm		fm	jl
2=No Change	78 30.2%	7 43.8%	8 44.4%	5 45.5%	3 50.0%	3 37.5%	1 20.0%	10 40.0%	10 22.2%	0 0.0%	11 24.4%	5 26.3%	12 26.7%	3 33.3%
1=Less	27 10.5%	1 6.3%	1 5.6%	0 0.0%	0 0.0%	1 12.5%	3 60.0%	3 12.0%	8 17.8%	0 0.0%	2 4.4%	3 15.8%	2 4.4%	3 33.3%
		f	F	f			aBcghJL	f	fjl		FhM		FhM	JL
Mean	2.5	2.4	2.4	2.5	2.5	2.4	1.6	2.4	2.4	3.0	2.7	2.4	2.6	2.0
SD	0.7	0.6	0.6	0.5	0.5	0.7	0.9	0.7	0.8	0.0	0.6	0.8	0.6	0.9
		f	f	f			abcghJL	fj	f		FgM		FM	JL

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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	3=More	55 64.0%	63 61.2%	16 51.6%	19 50.0%	51 60.0%	22 66.7%	28 70.0%	12 63.2%	22 53.7%	16 45.7%	67 57.3%	44 62.0%
2=No Change	17 19.8% bD	35 34.0% a	9 29.0%	17 44.7% A	29 34.1%	8 24.2%	7 17.5%	6 31.6%	12 29.3%	13 37.1%	40 34.2%	18 25.4%	17 27.9%
1=Less	14 16.3% b	5 4.9% ac	6 19.4% b	2 5.3%	5 5.9% e	3 9.1%	5 12.5%	1 5.3%	7 17.1% a	6 17.1%	10 8.5%	9 12.7%	6 9.8%
Mean	2.5	2.6	2.3	2.4	2.5	2.6	2.6	2.6	2.4	2.3	2.5	2.5	2.5
SD	0.8	0.6	0.8	0.6	0.6	0.7	0.7	0.6	0.8	0.8	0.7	0.7	0.7

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
3=More	68 26.4%	4 25.0%	3 16.7%	1 9.1%	4 66.7%	4 50.0%	0 0.0%	5 20.0%	10 22.2%	1 33.3%	12 26.7%	9 47.4%	14 31.1%	1 11.1%
			d	dk	bcfghm		d	d	dk			ch		d
2=No Change	126 48.8%	6 37.5%	13 72.2%	8 72.7%	1 16.7%	4 50.0%	0 0.0%	12 48.0%	26 57.8%	2 66.7%	24 53.3%	6 31.6%	18 40.0%	4 44.4%
			dFkl	dfk	bc		Bchj		f		f	bc	b	
1=Less	64 24.8%	6 37.5%	2 11.1%	2 18.2%	1 16.7%	0 0.0%	5 100.0%	8 32.0%	9 20.0%	0 0.0%	9 20.0%	4 21.1%	13 28.9%	4 44.4%
		f	F	F	f	Fm aBCdEGH	iJKL	F	F	f	F	F	F	e
Mean	2.0	1.9	2.1	1.9	2.5	2.5	1.0	1.9	2.0	2.3	2.1	2.3	2.0	1.7
SD	0.7	0.8	0.5	0.5	0.8	0.5	0.0	0.7	0.7	0.6	0.7	0.8	0.8	0.7
			e	e		cgm		e						e

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	18 20.9%	33 32.0%	9 29.0%	8 21.1%	21 24.7%	8 24.2%	14 35.0%	4 21.1%	10 24.4%	10 28.6%	31 26.5%	17 23.9%	20 32.8%
2=No Change	40 46.5%	48 46.6%	17 54.8%	21 55.3%	48 56.5%	16 48.5%	15 37.5%	12 63.2%	17 41.5%	14 40.0%	54 46.2%	35 49.3%	32 52.5%
1=Less	28 32.6%	22 21.4%	5 16.1%	9 23.7%	16 18.8%	9 27.3%	11 27.5%	3 15.8%	14 34.1%	11 31.4%	32 27.4%	19 26.8%	9 14.8%
Mean	1.9	2.1	2.1	2.0	2.1	2.0	2.1	2.1	1.9	2.0	2.0	2.0	2.2
SD	0.7	0.7	0.7	0.7	0.7	0.7	0.8	0.6	0.8	0.8	0.7	0.7	0.7
	b	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												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
3=More	152 59.4%	10 62.5%	9 50.0%	4 36.4%	4 66.7%	4 50.0%	1 20.0%	13 52.0%	27 60.0%	3 100.0%	23 52.3%	9 50.0%	39 86.7%	4 44.4%
		1	L	L		1	L	L	L		L	L aBCeFGH	JKM	L
2=No Change	94 36.7%	6 37.5%	8 44.4%	6 54.5%	2 33.3%	4 50.0%	3 60.0%	12 48.0%	18 40.0%	0 0.0%	20 45.5%	7 38.9%	4 8.9%	3 33.3%
		1	L	L		L	L	L	L		L	L aBCEFGH	JK	
1=Less	10 3.9%	0 0.0%	1 5.6%	1 9.1%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	2 11.1%	2 4.4%	2 22.2%
				h			gH	fm	cFkM		m	h		gHj
Mean	2.6	2.6	2.4	2.3	2.7	2.5	2.0	2.5	2.6	3.0	2.5	2.4	2.8	2.2
SD	0.6	0.5	0.6	0.6	0.5	0.5	0.7	0.5	0.5	0.0	0.5	0.7	0.5	0.8
		f	1	L			ahL	1	fl		L	L bCFghJK	M	L

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	3=More	55 64.7% c	65 63.7% c	12 38.7% ab	20 52.6%	48 57.1% c	19 57.6%	30 76.9% af	11 57.9%	25 61.0%	18 51.4% c	64 54.7%	44 62.9%
2=No Change	27 31.8%	35 34.3%	15 48.4%	17 44.7%	35 41.7% c	14 42.4% c	8 20.5% ab	7 36.8%	12 29.3%	14 40.0%	50 42.7%	23 32.9%	18 29.5%
1=Less	3 3.5%	2 2.0% c	4 12.9% b	1 2.6%	1 1.2% ef	0 0.0%	1 2.6%	1 5.3%	4 9.8% a	3 8.6% a	3 2.6%	3 4.3%	2 3.3%
Mean	2.6	2.6	2.3	2.5	2.6	2.6	2.7	2.5	2.5	2.4	2.5	2.6	2.6
SD	0.6 C	0.5 C	0.7 AB	0.6	0.5	0.5	0.5 f	0.6	0.7	0.7 c	0.6	0.6	0.5

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
3=More	142 55.5%	10 62.5%	11 61.1%	3 27.3% dk	6 100.0% cghjl	5 62.5%	4 80.0%	10 41.7% d	25 55.6% d	1 33.3%	23 51.1% d	13 68.4% c	24 54.5% d	6 66.7%
2=No Change	91 35.5%	5 31.3% c	6 33.3% c	8 72.7% abdehKlm	0 0.0% cg	1 12.5% c	1 20.0%	12 50.0% d	17 37.8% c	2 66.7%	18 40.0%	4 21.1% C	14 31.8% c	1 11.1% c
1=Less	23 9.0%	1 6.3%	1 5.6%	0 0.0%	0 0.0%	2 25.0%	0 0.0%	2 8.3%	3 6.7%	0 0.0%	4 8.9%	2 10.5%	6 13.6%	2 22.2%
Mean	2.5	2.6	2.6	2.3	3.0	2.4	2.8	2.3	2.5	2.3	2.4	2.6	2.4	2.4
SD	0.7	0.6	0.6	0.5	0.0	0.9	0.4	0.6	0.6	0.6	0.7	0.7	0.7	0.9

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	3=More	45 52.3%	55 53.9%	15 50.0%	27 71.1%	47 56.0%	15 45.5%	26 65.0%	12 63.2%	22 53.7%	20 58.8%	58 49.6%	43 61.4%
2=No Change	35 40.7%	35 34.3%	12 40.0%	9 23.7%	26 31.0%	15 45.5%	11 27.5%	6 31.6%	16 39.0%	12 35.3%	46 39.3%	24 34.3%	17 28.3%
1=Less	6 7.0%	12 11.8%	3 10.0%	2 5.3%	11 13.1%	3 9.1%	3 7.5%	1 5.3%	3 7.3%	2 5.9%	13 11.1%	3 4.3%	7 11.7%
Mean	2.5	2.4	2.4	2.7	2.4	2.4	2.6	2.6	2.5	2.5	2.4	2.6	2.5
SD	0.6	0.7	0.7	0.6	0.7	0.7	0.6	0.6	0.6	0.6	0.7	0.6	0.7

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur.	Communica-tions Media	Consumer Packaged Goods	Consumer Services	Educa-tion	Energy	Health-care Pharmac.	Manufact-uring	Mining Construc-tion	Service Consult-ing	Retail Whole-sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
3=More	124 48.2%	4 25.0% gKL	9 52.9% h	3 27.3% gkl	2 33.3%	4 50.0%	2 40.0%	16 64.0% acH	10 22.2% bGJKLm	2 66.7%	24 53.3% H	14 73.7% AcH	29 64.4% AcH	5 55.6% h
2=No Change	111 43.2%	10 62.5% gKl	7 41.2%	8 72.7% GKl	3 50.0%	3 37.5%	2 40.0%	6 24.0% aCH	30 66.7% GjKL	1 33.3%	19 42.2% hk	3 15.8% ACHj	14 31.1% acH	3 33.3%
1=Less	22 8.6%	2 12.5%	1 5.9%	0 0.0%	1 16.7%	1 12.5%	1 20.0%	3 12.0%	5 11.1%	0 0.0%	2 4.4%	2 10.5%	2 4.4%	1 11.1%
Mean	2.4	2.1	2.5	2.3	2.2	2.4	2.2	2.5	2.1	2.7	2.5	2.6	2.6	2.4
SD	0.6	0.6 jkL	0.6 h	0.5	0.8	0.7	0.8	0.7 h	0.6 bgJKL	0.6	0.6 aH	0.7 aH	0.6 AH	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 A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	3=More	34 39.5% d	53 52.0%	14 45.2%	23 60.5% a	56 65.9% bCDEF	14 42.4% a	16 40.0% A	7 36.8% a	16 39.0% A	13 38.2% A	57 48.7%	28 40.0% c
2=No Change	41 47.7%	43 42.2%	15 48.4%	12 31.6%	26 30.6% eF	14 42.4%	19 47.5%	8 42.1%	21 51.2% a	20 58.8% A	52 44.4%	33 47.1%	22 36.1%
1=Less	11 12.8%	6 5.9%	2 6.5%	3 7.9%	3 3.5% bD	5 15.2% a	5 12.5%	4 21.1% Af	4 9.8%	1 2.9% d	8 6.8%	9 12.9%	4 6.6%
Mean	2.3	2.5	2.4	2.5	2.6	2.3	2.3	2.2	2.3	2.4	2.4	2.3	2.5
SD	0.7 bd	0.6 a	0.6	0.6 a	0.6 BCDEf	0.7 A	0.7 A	0.8 A	0.6 A	0.5 a	0.6	0.7 c	0.6 b

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												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
3=More	182 71.9%	12 75.0%	15 83.3% c	4 40.0% bjl	5 83.3%	5 71.4%	4 80.0%	16 66.7%	32 71.1%	1 33.3%	34 75.6% c	12 66.7%	35 79.5% c	6 66.7%
2=No Change	52 20.6%	3 18.8%	3 16.7%	5 50.0% jl	1 16.7%	1 14.3%	0 0.0%	6 25.0%	9 20.0%	2 66.7% jl	7 15.6% ci	4 22.2%	7 15.9% ci	2 22.2%
1=Less	19 7.5%	1 6.3%	0 0.0%	1 10.0%	0 0.0%	1 14.3%	1 20.0%	2 8.3%	4 8.9%	0 0.0%	4 8.9%	2 11.1%	2 4.5%	1 11.1%
Mean	2.6	2.7	2.8	2.3	2.8	2.6	2.6	2.6	2.6	2.3	2.7	2.6	2.8	2.6
SD	0.6	0.6	0.4 c	0.7 bl	0.4	0.8	0.9	0.7	0.6	0.6	0.6	0.7	0.5 c	0.7

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	3=More	59 70.2%	76 74.5%	17 56.7% d	30 81.1% c	64 77.1%	23 71.9%	27 69.2%	14 73.7%	28 70.0%	24 68.6%	83 72.2%	47 67.1%
2=No Change	19 22.6%	19 18.6%	9 30.0%	5 13.5%	14 16.9%	7 21.9%	9 23.1%	4 21.1%	10 25.0%	5 14.3%	24 20.9%	18 25.7%	10 16.7%
1=Less	6 7.1%	7 6.9%	4 13.3%	2 5.4%	5 6.0%	2 6.3%	3 7.7%	1 5.3%	2 5.0%	6 17.1%	8 7.0%	5 7.1%	6 10.0%
Mean	2.6	2.7	2.4	2.8	2.7	2.7	2.6	2.7	2.7	2.5	2.7	2.6	2.6
SD	0.6	0.6	0.7 d	0.5 c	0.6	0.6	0.6	0.6	0.6	0.8	0.6	0.6	0.7

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Existing products or services in existing markets	188	9	10	9	5	4	3	19	34	2	35	17	30	9
	56.2	67.2	56.2	57.2	47.0	68.8	60.0	58.4	48.0	63.5	61.3	57.1	53.9	51.1
	25.1	17.5	25.8	29.3	13.0	17.5	30.0	27.4	21.9	19.1	28.4	30.0	23.7	24.2
		dh			a			aj		h				
New products or services in existing markets	188	9	10	9	5	4	3	19	34	2	35	17	30	9
	21.0	14.4	30.5	26.1	16.0	22.5	18.3	12.3	24.9	12.5	15.7	24.7	24.2	25.6
	18.3	10.7	22.3	27.8	10.2	11.9	20.2	10.8	15.5	10.6	14.8	29.3	17.5	21.4
		Gj					BHlm	Gj		bhl		gj	g	
Existing products or services in new markets	188	9	10	9	5	4	3	19	34	2	35	17	30	9
	14.5	11.7	7.1	11.1	29.0	6.3	11.7	16.4	18.0	12.5	15.7	12.6	11.8	15.6
	14.7	9.0	8.8	8.6	11.9	4.8	2.9	17.9	16.1	3.5	20.2	13.1	10.8	9.2
		D	Dh	DABCEkLm		D		b		d	D	d	d	
New products or services in new markets	188	9	10	9	5	4	3	19	34	2	35	17	30	9
	8.3	6.7	6.2	5.6	8.0	2.5	10.0	12.9	9.1	11.5	7.3	5.6	10.1	7.8
	14.6	6.6	10.4	6.8	10.4	5.0	10.0	24.0	8.4	12.0	17.8	8.1	19.3	9.4

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 prior 12 months.

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Existing products or services in existing markets	60 53.3 23.7	73 57.8 25.6	25 55.4 28.8	30 58.7 24.2	57 62.5 25.3 b	28 49.4 27.8 a	30 55.7 18.6	15 56.5 24.1	32 57.8 26.9	22 52.5 23.1	86 57.7 25.2	50 54.0 24.7	46 58.0 25.2
New products or services in existing markets	60 22.3 16.4	73 18.4 14.7 c	25 28.3 27.2 b	30 19.0 19.9	57 13.2 14.3 BCdEF	28 24.5 17.9 A	30 21.5 12.1 A	15 24.0 21.1 a	32 25.5 24.1 A	22 27.0 18.5 A	86 20.3 19.4	50 24.2 19.0	46 19.0 16.1
Existing products or services in new markets	60 14.2 14.2	73 16.2 17.1	25 10.5 8.8	30 14.4 13.5	57 15.6 17.2	28 16.9 16.4 e	30 14.2 7.7	15 13.0 9.6	32 9.9 9.3 b	22 13.0 11.1	86 13.4 12.7	50 13.0 10.5	46 15.9 17.4
New products or services in new markets	60 10.2 18.6	73 7.7 14.0	25 5.8 7.5	30 7.9 10.8	57 8.8 23.0	28 9.3 9.5	30 8.7 8.8	15 6.5 8.8	32 6.9 8.6	22 7.5 8.0	86 8.5 16.5	50 8.8 9.2	46 7.1 16.2

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Existing products or services in existing markets	185	8	10	9	5	4	3	20	33	2	34	17	30	8
	50.1	60.6	49.5	63.3	42.0	61.3	46.7	55.8	42.3	55.0	55.7	42.4	46.0	49.4
	25.2	24.1	15.7	21.8	13.0	19.3	25.2	28.7	23.4	21.2	27.7	31.7	23.0	23.7
			h						cj		h			
New products or services in existing markets	185	8	10	9	5	4	3	20	33	2	34	17	30	8
	22.8	16.3	31.0	18.9	12.0	26.3	16.7	16.6	27.0	15.0	17.9	32.1	25.3	25.6
	18.1	14.3	20.9	15.2	12.5	12.5	11.5	14.5	16.3	7.1	14.6	33.2	13.1	21.1
			gj		l			bhl	gj		bhkl	j	dgj	
Existing products or services in new markets	185	8	10	9	5	4	3	20	33	2	34	17	30	8
	16.3	13.8	10.7	10.0	37.0	8.8	20.0	14.8	19.4	12.5	16.2	15.6	16.8	13.8
	14.9	11.6	10.7	9.0	17.2	8.5	0.0	15.6	16.5	3.5	17.8	17.4	11.7	8.8
		d	D	DaBCeghjkL		d		d	d		d	d	D	D
					M									
New products or services in new markets	185	8	10	9	5	4	3	20	33	2	34	17	30	8
	10.8	9.4	8.8	7.8	9.0	3.8	16.7	12.9	11.4	17.5	10.1	10.0	11.8	11.3
	13.8	9.0	9.5	6.2	12.4	4.8	15.3	18.6	9.0	17.7	18.3	19.8	11.9	9.5

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Existing products or services in existing markets	60 46.7 26.0	71 49.7 23.1	24 52.7 29.8	30 56.0 24.7	57 53.9 26.4 b	27 41.7 26.0 a	30 46.8 19.2	15 48.7 24.1	31 54.8 25.8	21 51.9 23.4	86 51.3 25.3	49 47.4 24.0	45 52.9 26.1
New products or services in existing markets	60 25.3 18.5	71 21.2 13.8	24 26.2 24.7	30 19.0 19.8	57 17.4 15.6 Bce	27 29.1 22.3 A	30 24.3 13.9 a	15 21.3 16.1	31 26.5 22.7 a	21 23.5 15.0	86 22.8 18.0	49 26.1 21.4	45 19.7 14.4
Existing products or services in new markets	60 16.2 14.2	71 17.7 15.6	24 12.1 15.1	30 16.2 14.4	57 18.0 17.7	27 18.1 16.9	30 17.3 11.3 e	15 14.7 10.3	31 11.4 9.8 c	21 14.5 12.5	86 14.4 12.1	49 15.7 13.4	45 18.8 19.0
New products or services in new markets	60 11.8 13.8	71 11.3 14.6	24 9.0 16.6	30 8.8 9.2	57 10.7 18.7	27 11.1 10.2	30 11.5 9.3	15 15.3 19.8	31 7.4 8.0	21 10.1 9.0	86 11.5 17.0	49 10.8 9.5	45 8.7 11.2

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Domestic sales	199	9	10	9	5	4	3	20	38	2	37	18	33	9
percent	83.0	96.4	83.4	76.7	94.0	98.0	58.7	89.6	72.5	85.0	87.3	93.0	77.9	80.2
	20.3	8.2	25.3	25.2	8.9	2.2	35.9	20.2	20.9	21.2	17.2	8.9	21.6	16.6
		cFHlm		ak	h	h	AgjK	fH	AdeGJK		fHI	cFHLm	ajK	ak
Internet sales percent	282	18	23	13	6	9	6	28	47	3	50	22	45	9
	11.3	12.1	19.8	2.2	19.7	27.8	0.3	5.8	8.9	0.7	11.6	13.1	11.4	15.3
	19.3	21.4	24.3	2.9	24.5	29.1	0.8	13.6	15.7	0.6	20.7	22.1	18.5	20.2
			cgh	bdEm	c	CfGHjl	e	bE	bE		e		e	c

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Domestic sales percent	67 76.0 22.1 BD	77 85.9 18.1 A	25 82.4 22.5 C	30 91.9 14.4 A	63 90.4 15.0 eF	30 84.2 17.0 F	31 84.1 19.2 F	15 89.6 16.7 F	32 81.6 21.0 aF	23 60.9 23.8 ABCDE	91 87.6 17.1 B	54 74.4 22.7 AC	48 86.5 18.2 B
Internet sales percent	88 8.0 15.0 D	116 11.6 20.1 d	37 8.3 15.8 d	41 20.4 25.2 Abc	96 16.0 23.5 bc	38 7.2 17.6 a	44 8.1 16.1 a	20 10.3 19.8	45 11.0 17.1	35 9.3 12.9	128 0.0 0.0	84 5.0 3.8 C	68 40.8 19.1 B

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 2: Firm Growth Strategies

Which international market is currently your largest (in terms of sales)?

N=96	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	95 100.0%	1 1.1%	4 4.2%	6 6.3%	0 0.0%	1 1.1%	2 2.1%	4 4.2%	28 29.5%	1 1.1%	15 15.8%	7 7.4%	20 21.1%	6 6.3%
Western Europe	32 33.3%	1 100.0%	1 25.0%	1 16.7%	0 0.0%	0 0.0%	1 50.0%	2 50.0%	9 32.1%	0 0.0%	5 33.3%	0 0.0%	10 50.0%	2 33.3%
Canada	15 15.6%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	3 10.7%	0 0.0%	2 13.3%	4 57.1%	3 15.0%	1 16.7%
China	12 12.5%	0 0.0%	2 50.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 10.7%	1 100.0%	1 6.7%	0 0.0%	2 10.0%	1 16.7%
Japan	9 9.4%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	1 3.6%	0 0.0%	1 6.7%	0 0.0%	2 10.0%	1 16.7%
Mexico	6 6.3%	0 0.0%	0 0.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 10.7%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%
Northern Europe	5 5.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 13.3%	1 14.3%	2 10.0%	0 0.0%
Middle East	3 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	1 14.3%	1 5.0%	0 0.0%
Central America	2 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 2: Firm Growth Strategies

Which international market is currently your largest (in terms of sales)?

N=96	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Brazil	2 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Indonesia and Southeast Asia	2 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Russia	2 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 13.3%	0 0.0%	0 0.0%	0 0.0%
Australia/New Zealand	2 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%
Korea	1 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
South Africa	1 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
South American countries besides Brazil	1 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%
Eastern Europe	1 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 2: Firm Growth Strategies

Which international market is currently your largest (in terms of sales)?

N=96	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	41 42.7%	33 34.4%	13 13.5%	9 9.4%	17 18.1%	16 17.0%	19 20.2%	7 7.4%	16 17.0%	19 20.2%	37 40.2%	35 38.0%
Western Europe	17 41.5%	10 30.3%	3 23.1%	2 22.2%	4 23.5%	7 43.8%	8 42.1%	1 14.3%	5 31.3%	7 36.8%	15 40.5%	11 31.4%	4 20.0%
Canada	4 9.8%	5 15.2%	4 30.8%	2 22.2%	4 23.5%	2 12.5%	3 15.8%	1 14.3%	2 12.5%	2 10.5%	3 8.1%	7 20.0%	5 25.0%
China	2 4.9%	6 18.2%	3 23.1%	1 11.1%	2 11.8%	1 6.3%	3 15.8%	0 0.0%	2 12.5%	3 15.8%	5 13.5%	3 8.6%	3 15.0%
Japan	4 9.8%	3 9.1%	1 7.7%	1 11.1%	2 11.8%	0 0.0%	0 0.0%	1 14.3%	3 18.8%	3 15.8%	1 2.7%	4 11.4%	4 20.0%
Mexico	3 7.3%	0 0.0%	2 15.4%	1 11.1%	0 0.0%	2 12.5%	0 0.0%	2 28.6%	1 6.3%	1 5.3%	3 8.1%	2 5.7%	1 5.0%
Northern Europe	1 2.4%	3 9.1%	0 0.0%	1 11.1%	1 5.9%	1 6.3%	1 5.3%	0 0.0%	1 6.3%	1 5.3%	2 5.4%	2 5.7%	1 5.0%
Middle East	2 4.9%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	2 10.5%	1 14.3%	0 0.0%	0 0.0%	1 2.7%	2 5.7%	0 0.0%
Central America	1 2.4%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 2.7%	1 2.9%	0 0.0%

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 2: Firm Growth Strategies

Which international market is currently your largest (in terms of sales)?

N=96

	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
	Brazil	2 4.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	2 5.4%	0 0.0%
Indonesia and Southeast Asia	2 4.9%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.4%	0 0.0%	0 0.0%
Russia	0 0.0%	2 6.1%	0 0.0%	0 0.0%	2 11.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	1 5.0%
Australia/New Zealand	1 2.4%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	0 0.0%	1 2.7%	1 2.9%	0 0.0%
Korea	1 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	1 2.9%	0 0.0%
South Africa	1 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 2.7%	0 0.0%	0 0.0%
South American countries besides Brazil	0 0.0%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Eastern Europe	0 0.0%	1 3.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 2: Firm Growth Strategies

Which international market that are you currently not in is your biggest opportunity for the future?

N=131	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	130 100.0%	3 2.3%	5 3.8%	8 6.2%	2 1.5%	3 2.3%	2 1.5%	6 4.6%	37 28.5%	1 0.8%	22 16.9%	10 7.7%	25 19.2%	6 4.6%
Western Europe	20 18.7%	1 50.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	4 12.5%	0 0.0%	5 27.8%	1 11.1%	7 38.9%	0 0.0%
China	11 10.3%	1 50.0% h	1 25.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.3% a	0 0.0%	1 5.6%	1 11.1%	2 11.1%	0 0.0%
Canada	9 8.4%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 9.4% i	1 100.0% hjL	2 11.1% i	1 11.1%	0 0.0% I	1 20.0%
South American countries besides Brazil	8 7.5%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	4 12.5%	0 0.0%	1 5.6%	1 11.1%	1 5.6%	0 0.0%
Eastern Europe	7 6.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.3%	0 0.0%	3 16.7%	1 11.1%	1 5.6%	0 0.0%
Mexico	7 6.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.3%	0 0.0%	2 11.1%	1 11.1%	1 5.6%	1 20.0%
Middle East	7 6.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0% HJ	1 50.0% HJ	0 0.0%	0 0.0% EFK	0 0.0%	0 0.0% EFk	2 22.2% Hj	2 11.1%	1 20.0% h
Brazil	6 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	3 9.4% EFKm	0 0.0%	0 0.0% m	0 0.0%	0 0.0% m	2 40.0% jl

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 2: Firm Growth Strategies

Which international market that are you currently not in is your biggest opportunity for the future?

N=131	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
India	6 5.6%	0 0.0%	1 25.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	2 6.3%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%
South Africa	4 3.7%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%
Australia/New Zealand	4 3.7%	0 0.0%	0 0.0%	1 16.7%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%
Northern Europe	3 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%
Russia	3 2.8%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%
Central America	3 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 9.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Indonesia and Southeast Asia	3 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.3%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%
Japan	2 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%
Taiwan	2 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%
Korea	2 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 2: Firm Growth Strategies

Which international market that are you currently not in is your biggest opportunity for the future?

N=131	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	57 43.5%	46 35.1%	16 12.2%	12 9.2%	32 25.2%	22 17.3%	24 18.9%	9 7.1%	20 15.7%	20 15.7%	53 42.1%	42 33.3%
Western Europe	11 22.9%	7 18.9%	1 9.1%	1 9.1%	10 37.0% bf	1 5.6% a	4 20.0%	1 11.1%	2 12.5%	0 0.0% a	13 27.7% b	2 6.1% a	4 16.7%
China	5 10.4%	2 5.4%	2 18.2%	2 18.2%	1 3.7%	2 11.1%	2 10.0%	2 22.2%	3 18.8%	1 7.7%	3 6.4% b	8 24.2% ac	0 0.0% b
Canada	3 6.3%	4 10.8%	1 9.1%	1 9.1%	1 3.7%	3 16.7%	3 15.0%	1 11.1%	1 6.3%	0 0.0%	2 4.3%	5 15.2%	2 8.3%
South American countries besides Brazil	5 10.4%	3 8.1%	0 0.0%	0 0.0%	1 3.7%	1 5.6%	3 15.0%	1 11.1%	0 0.0%	2 15.4%	6 12.8% b	0 0.0% a	2 8.3%
Eastern Europe	1 2.1% b	5 13.5% a	0 0.0%	1 9.1%	4 14.8%	1 5.6%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	3 6.4%	1 3.0%	3 12.5%
Mexico	2 4.2%	4 10.8%	0 0.0%	1 9.1%	4 14.8%	0 0.0%	2 10.0%	1 11.1%	0 0.0%	0 0.0%	1 2.1%	4 12.1%	2 8.3%
Middle East	4 8.3%	2 5.4%	1 9.1%	0 0.0%	1 3.7%	2 11.1%	0 0.0%	0 0.0%	3 18.8%	1 7.7%	4 8.5%	2 6.1%	1 4.2%
Brazil	2 4.2%	1 2.7%	2 18.2%	1 9.1%	0 0.0%	2 11.1%	2 10.0%	0 0.0%	1 6.3%	1 7.7%	3 6.4%	2 6.1%	1 4.2%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 2: Firm Growth Strategies

Which international market that are you currently not in is your biggest opportunity for the future?

N=131

	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
	India	3 6.3%	0 0.0%	2 18.2%	1 9.1%	1 3.7%	1 5.6%	1 5.0%	0 0.0%	1 6.3%	2 15.4%	1 2.1%	2 6.1%
South Africa	1 2.1%	2 5.4%	1 9.1%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	2 12.5%	1 7.7%	1 2.1%	1 3.0%	2 8.3%
Australia/New Zealand	1 2.1%	0 0.0%	1 9.1%	2 18.2%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	1 7.7%	0 0.0%	2 6.1%	2 8.3%
Northern Europe	1 2.1%	1 2.7%	0 0.0%	1 9.1%	1 3.7%	0 0.0%	1 5.0%	1 11.1%	0 0.0%	0 0.0%	2 4.3%	0 0.0%	1 4.2%
Russia	1 2.1%	2 5.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	1 7.7%	1 2.1%	2 6.1%	0 0.0%
Central America	3 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	1 5.0%	0 0.0%	0 0.0%	1 7.7%	2 4.3%	1 3.0%	0 0.0%
Indonesia and Southeast Asia	1 2.1%	2 5.4%	0 0.0%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	1 7.7%	1 2.1%	0 0.0%	2 8.3%
Japan	1 2.1%	1 2.7%	0 0.0%	0 0.0%	1 3.7%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.3%	0 0.0%	0 0.0%
Taiwan	1 2.1%	1 2.7%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 2.1%	1 3.0%	0 0.0%
Korea	2 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 2.1%	0 0.0%	0 0.0%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Health- care Pharmac.	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation			
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Digital marketing spending	172 13.2 20.9	9 16.0 27.4	8 8.1 19.6	9 17.8 15.6	4 0.8 1.0	3 2.3 2.5	2 -12.5 17.7	20 10.0 11.7	32 9.1 13.1	1 5.0 ---	32 11.2 20.2	15 20.3 28.5	27 22.0 30.2	8 14.4 13.7
			f			cghm	f	fl					h	f
Customer relationship management	165 7.1 13.5	8 8.5 17.1	8 0.0 14.9	8 3.8 7.4	3 0.7 1.2	3 0.0 0.0	2 2.5 3.5	17 3.1 5.6	31 5.5 11.7	1 7.0 ---	31 6.3 7.7	15 14.0 21.5	28 13.3 19.0	8 5.1 4.5
								l					g	
Overall marketing spending	175 6.9 17.0	8 19.3 23.9	8 0.6 14.0	9 1.7 10.6	4 -2.8 11.7	3 1.3 4.0	2 -32.5 10.6	20 6.3 14.4	32 3.4 7.8	2 5.0 0.0	33 7.3 13.8	16 7.3 22.5	28 16.7 23.4	8 6.4 10.7
		fH	f	F	f	f	abCdeGHJ	F	AFL		F	f	FH	F
							kLM							
Brand building	165 5.0 16.2	8 12.8 9.7	8 1.3 14.3	9 2.2 5.1	3 0.7 1.2	3 5.0 8.7	2 -18.5 61.5	17 2.1 15.2	31 2.8 12.4	2 1.0 1.4	30 9.6 15.3	15 4.7 23.3	27 5.6 19.8	8 5.0 8.0
		ch		a			j		a		f			
Traditional advertising spending	162 -3.2 16.8	8 -0.5 6.8	8 -6.9 11.6	8 -7.1 26.7	4 -3.5 11.1	3 -0.7 9.0	2 -42.5 3.5	15 -1.8 6.5	32 -2.1 8.2	1 0.0 ---	29 0.5 14.7	15 -12.1 30.0	27 0.3 20.0	8 -2.5 10.0
		F	F	f		F	ABdEGHJ	F	F		F		F	F
							LM							

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Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Digital marketing spending	59 14.7 24.4	60 11.1 19.7	24 14.5 17.7	29 13.3 18.9	52 12.7 21.6	28 13.3 18.7	27 16.0 27.0	14 11.8 9.5	30 12.2 17.8	18 14.1 26.4	78 12.2 20.4	48 14.0 19.9	42 15.5 23.1
Customer relationship management	56 8.4 16.3	59 7.5 12.8	23 4.1 7.0	27 6.1 13.2	47 9.1 16.6	27 6.4 13.0	26 8.5 17.1	14 7.1 8.9	29 4.5 5.8	18 4.0 11.7	75 5.8 12.0	47 8.7 15.0	39 8.3 14.9
Overall marketing spending	59 8.1 20.3	63 7.5 15.8	24 1.3 8.9	29 8.0 17.3	53 10.2 19.2 f	28 9.1 18.9 f	29 7.7 22.0	14 2.8 6.1	29 4.8 7.7	18 -1.4 13.5 ab	81 7.8 17.5	48 4.4 15.5	42 9.1 17.7
Brand building	57 1.5 18.7	57 7.0 16.0	24 3.5 7.6	27 9.3 15.6	47 5.2 10.4	27 -0.6 24.1	28 8.8 17.5	13 11.5 16.5	29 3.8 13.1	18 4.2 16.5	74 4.4 15.1	48 4.0 15.7	39 7.2 19.2
Traditional advertising spending	58 -5.1 17.0	53 -0.1 15.4 c	23 -10.9 22.6 bd	28 1.0 10.3 c	46 0.8 13.4 df	27 -5.7 18.6	27 -2.3 19.4	13 -9.2 21.3 a	28 -0.9 10.4 f	18 -10.4 21.2 ae	71 -1.9 15.8	46 -5.1 18.7	41 -2.7 15.9

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 3: Marketing Spending

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

	Total	Industry Sector													
		Banking Finance Insur.	Communica- tions Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufac- turing	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Direct expenses of marketing activities	178 61.6%	9 50.0%	8 34.8% gHklm	9 69.2%	4 66.7%	4 44.4%	2 33.3%	20 69.0%	34 70.8% b	1 33.3%	31 59.6%	16 72.7% b	31 64.6% b	7 77.8% b	
Social media	149 51.6%	7 38.9% m	7 30.4% ckM	9 69.2% bf	4 66.7%	4 44.4%	1 16.7% cm	13 44.8% m	26 54.2%	2 66.7%	26 50.0% m	14 63.6% b	26 54.2%	8 88.9% aBfgj	
Marketing analytics	143 49.5%	7 38.9% m	7 30.4% hklM	7 53.8%	4 66.7%	3 33.3% m	2 33.3% m	12 41.4% m	29 60.4% bj	1 33.3%	21 40.4% hM	14 63.6% b	27 56.3% b	8 88.9% aBefgJ	
Other overhead costs associated with marketing	132 45.7%	6 33.3% m	5 21.7% glM	5 38.5% m	3 50.0%	4 44.4%	1 16.7% m	15 51.7% b	22 45.8% m	1 33.3%	23 44.2% m	11 50.0%	26 54.2% b	8 88.9% aBcfhj	
Marketing research	126 43.6%	6 33.3%	7 30.4%	7 53.8%	3 50.0%	2 22.2%	2 33.3%	13 44.8%	23 47.9%	2 66.7%	17 32.7%	12 54.5%	24 50.0%	6 66.7%	
Marketing employees	125 43.3%	7 38.9%	6 26.1% hlm	4 30.8%	4 66.7%	3 33.3%	2 33.3%	15 51.7% j	25 52.1% bj	2 66.7%	15 28.8% ghLm	9 40.9%	27 56.3% bJ	6 66.7% bj	
Marketing training	97 33.6%	4 22.2%	5 21.7% d	4 30.8%	4 66.7% be	1 11.1% d	1 16.7%	9 31.0%	20 41.7%	1 33.3%	14 26.9%	10 45.5%	19 39.6%	3 33.3%	
Sales employees	36 12.5%	3 16.7% d	2 8.7% D	0 0.0% Di	4 66.7% aBCefGHJ kLm	0 0.0% d	0 0.0% d	4 13.8% D	6 12.5% D	1 33.3% c	5 9.6% D	4 18.2% d	6 12.5% D	0 0.0% d	
Mean	3.9	4.0	3.9	3.7	4.6	3.8	3.5	3.9	3.9	4.4	3.9	4.0	4.0	3.8	
SD	2.1	2.2	2.2	2.1	2.4	1.9	2.0	2.1	2.1	2.2	2.2	2.2	2.1	1.9	

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Topic 3: Marketing Spending

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Direct expenses of marketing activities	63 68.5% b	63 53.4% a	24 64.9%	28 66.7%	54 56.3%	28 73.7%	28 60.9%	14 70.0%	30 65.2%	20 52.6%	82 64.1%	51 60.7%	40 58.8%
Social media	48 52.2%	53 44.9%	23 62.2%	25 59.5%	38 39.6% bcd	24 63.2% a	27 58.7% a	14 70.0% a	26 56.5%	17 44.7%	63 49.2%	46 54.8%	36 52.9%
Marketing analytics	53 57.6% B	46 39.0% Ac	22 59.5% b	22 52.4%	37 38.5% bcd	24 63.2% af	27 58.7% a	13 65.0% a	25 54.3%	15 39.5% b	60 46.9%	46 54.8%	35 51.5%
Other overhead costs associated with marketing	48 52.2% b	44 37.3% a	17 45.9%	23 54.8%	36 37.5% c	20 52.6% f	26 56.5% af	10 50.0%	25 54.3% f	11 28.9% bce	59 46.1%	36 42.9%	31 45.6%
Marketing research	47 51.1% B	37 31.4% ACd	21 56.8% B	21 50.0% b	27 28.1% BCDe	20 52.6% A	26 56.5% A	13 65.0% A	23 50.0% a	15 39.5%	53 41.4%	44 52.4%	27 39.7%
Marketing employees	48 52.2% b	43 36.4% a	13 35.1%	21 50.0%	27 28.1% BCE	20 52.6% A	26 56.5% A	10 50.0%	25 54.3% A	14 36.8%	58 45.3%	38 45.2%	24 35.3%
Marketing training	39 42.4% B	28 23.7% A	14 37.8%	16 38.1%	20 20.8% bCDe	16 42.1% a	21 45.7% A	10 50.0% A	17 37.0% a	11 28.9%	44 34.4%	32 38.1%	19 27.9%
Sales employees	11 12.0%	13 11.0% d	2 5.4% d	10 23.8% bc	13 13.5%	8 21.1% f	5 10.9%	1 5.0%	7 15.2%	1 2.6% b	15 11.7%	8 9.5%	12 17.6%
Mean	3.9	3.9	3.8	4.1	3.9	4.0	4.0	3.9	4.0	3.8	3.9	3.9	4.0
SD	2.1	2.1	2.1	2.2	2.2	2.2	2.1	2.1	2.1	2.1	2.1	2.1	2.2

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent of budget	168	9	9	7	4	4	3	17	30	1	32	16	27	7
	12.1	9.1	11.3	20.3	13.3	8.8	4.0	12.7	10.9	1.0	11.5	12.9	12.8	17.6
	10.8	7.7	8.6	14.4	12.3	4.8	5.3	12.2	10.1	---	11.4	11.4	9.6	15.8
				h					c					

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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 of budget	56 10.3 8.5 C	64 11.6 10.7 C	21 19.6 13.6 ABd	27 11.3 10.8 c	57 13.4 10.3	26 9.2 6.6	27 11.2 11.0	13 8.3 7.7	25 13.1 13.3	17 14.1 14.7	82 9.1 8.8 BC	43 13.9 11.1 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?

Number	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Percent of revenues	171	8	9	8	4	4	3	16	33	2	33	16	25	8
	8.4	9.4	12.9	8.4	12.5	4.8	3.3	10.5	5.0	1.3	8.9	9.5	10.4	6.8
	10.2	12.6	9.6	12.2	17.0	2.6	4.2	10.7	6.5	0.4	11.0	13.9	10.0	8.2
			H						h	Bgl			h	

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of revenues	59	64	23	25	55	28	28	13	26	19	82	46	40
	6.9	8.6	9.5	10.4	12.2	7.0	5.9	3.4	6.0	9.7	6.6	7.5	13.6
	8.6	10.2	12.2	11.7	11.7	8.3	9.6	3.2	7.8	11.9	8.1	9.4	13.2
					bcDe	a	a	A	a		C	c	Ab

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

Topic 3: Marketing Spending

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

Number	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
Mean		A	B	C	D	E	F	G	H	I	J	K	L	M
SD														
Percent	133	3	5	8	2	3	2	6	36	1	23	11	25	6
	79.1	99.3	74.6	69.6	100.0	99.7	27.5	70.0	76.1	90.0	87.3	91.8	73.4	75.0
	24.7	1.2	32.0	34.0	0.0	0.6	3.5	29.2	26.7	---	18.5	8.7	25.1	11.0
		FM				FM	AehJKIM	k	f		Fl	FglM	fjk	AEFK

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?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Number													
Mean													
SD													
Percent	57	47	17	12	33	22	25	9	20	20	55	42	32
	76.3	83.1	72.8	85.3	84.1	85.6	82.9	77.0	75.8	61.8	82.2	71.0	85.9
	26.7	21.0	28.6	21.1	23.9	17.3	21.5	30.5	24.9	28.4	22.9	26.5	21.6
					F	F	F			ABC	b	ac	b

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 4: Financial and Marketing Performance

Rate your company on each marketing and financial metric during the last 12 months (percentage change)

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Sales Revenue	170 3.8 6.0	8 4.9 2.7	10 6.7 3.3 K	5 1.2 7.4	4 6.8 2.9	1 -3.0 ---	3 0.3 10.0	16 3.7 5.8	33 3.4 6.8	2 3.0 0.0	32 3.5 6.7	16 0.7 5.8 BL	30 5.5 5.2 K	8 4.8 5.4
Customer acquisition	168 3.5 4.2	8 3.8 4.7	10 4.7 4.7 K	5 0.4 3.6 gl	4 6.8 4.7 hk	1 -3.0 ---	3 0.3 10.0	16 4.1 3.4 c	32 2.4 3.2 djl	2 2.0 1.4	31 4.5 4.4 hk	16 1.8 3.3 djl	30 4.7 4.3 chk	8 2.9 4.4
Brand value	167 3.3 4.0	8 3.4 3.7 c	10 4.1 3.9 c	4 -1.3 2.5 abdgjlm	4 6.3 4.8 c	1 1.0 ---	3 2.7 2.5	16 2.8 3.4 c	32 2.4 4.3 l	2 1.5 2.1	32 3.6 3.8 c	16 2.1 3.6	29 4.7 4.7 ch	8 4.3 3.9 c
Profits	169 2.9 5.5	8 5.5 3.9 f	10 4.0 4.2 fm	5 2.2 7.9	4 5.5 1.9	1 0.0 ---	3 -5.0 8.7 abghjLM	15 3.1 4.4 fm	32 3.3 6.3 f	2 1.5 2.1 m	33 2.8 5.0 fM	16 0.2 6.9 M	30 2.6 4.6 fM	8 7.9 3.4 bFgiJKL
Marketing ROI	167 2.8 4.5	8 4.1 3.9	9 5.2 3.9 h	5 0.2 7.4	4 2.3 2.2	1 10.0 ---	3 3.7 5.5	16 2.9 3.3	32 1.1 4.8 bl	2 2.0 1.4	31 2.2 4.5	16 3.2 3.6	30 4.1 5.1 h	8 3.8 2.9
Market share	170 2.6 4.2	8 3.3 4.2	10 2.4 3.7 d	5 0.2 2.2 Dg	4 7.5 2.9 bCghjk	1 -3.0 ---	3 1.7 10.4	16 3.4 3.2 cd	33 1.9 4.0 d	2 5.0 2.8	32 2.0 4.1 d	16 1.4 4.9 d	30 3.5 4.1	8 3.6 3.5
Customer retention	168 1.5 4.3	8 1.3 4.2	10 3.2 4.4	5 0.0 4.1	4 3.8 4.8	1 3.0 ---	3 0.7 0.6	16 0.5 3.8	32 0.9 3.2	2 0.0 0.0	31 1.9 5.7	16 0.8 3.2	30 2.4 4.8	8 1.3 4.5

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 4: Financial and Marketing Performance

Rate your company on each marketing and financial metric during the last 12 months (percentage change)

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Sales Revenue	61 3.0 6.6	63 4.5 5.4	19 2.9 5.9	27 4.3 5.9	54 3.4 7.3	26 5.7 5.3	29 3.4 5.8	13 1.8 5.7	27 3.3 4.7	17 4.1 4.2	78 3.3 6.6	48 3.9 5.3	40 4.3 5.6
Customer acquisition	60 2.8 4.1 bcd	62 4.5 4.0 aC	19 0.1 3.1 aBD	27 5.0 4.1 aC	53 4.7 4.3 DE	25 3.6 5.0	29 4.3 4.0 de	13 1.1 2.3 Ac	27 2.0 3.8 Ac	17 2.7 3.7	77 3.5 4.5	47 2.9 3.6	40 4.1 4.4
Brand value	60 3.0 4.0	62 3.6 4.0 c	18 1.4 4.0 bd	27 4.4 4.0 c	53 3.5 4.1	25 3.8 3.9	27 2.6 5.0	13 1.5 2.9	27 3.1 3.8	17 3.6 3.4	78 3.1 4.3	46 2.8 3.1	39 3.7 4.3
Profits	60 2.0 6.2 D	64 2.9 4.6 D	19 2.5 6.5	26 5.6 4.2 AB	54 1.6 5.7 e	25 3.3 5.1	28 3.4 6.1	13 2.4 5.4	27 4.7 4.4 a	17 3.5 5.8	79 3.0 5.4	47 3.4 5.2	40 2.8 5.7
Marketing ROI	60 2.4 4.7	62 3.0 4.2	19 1.8 4.5	26 4.2 4.6	52 2.3 4.6	25 4.0 3.9	29 2.4 5.7	13 2.5 5.2	27 3.1 4.1	17 3.6 2.9	77 2.4 4.6	46 3.0 4.2	40 3.3 4.7
Market share	61 2.1 4.4	63 2.6 3.4	19 1.9 3.3	27 4.0 5.4	53 2.7 4.9	26 2.7 4.6	29 2.8 3.4	13 1.8 3.5	27 2.0 4.1	17 2.8 3.3	78 2.5 4.1	48 2.0 3.5	40 2.9 4.8
Customer retention	60 1.1 3.5 D	62 1.4 4.9 d	19 0.1 2.9 D	27 3.8 4.6 AbC	53 1.5 5.1	25 1.6 5.0	29 1.3 4.1	13 0.5 2.4	27 2.1 3.7	17 1.6 3.2	77 0.9 4.4	47 2.1 3.2	40 1.8 4.9

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 4: Financial and Marketing Performance

Rate your company on each knowledge metric during the last 12 months: Developing and using customer insights.

N=289	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	286 100.0%	18 6.3%	23 8.0%	13 4.5%	6 2.1%	9 3.1%	6 2.1%	29 10.1%	48 16.8%	3 1.0%	52 18.2%	22 7.7%	48 16.8%	9 3.1%
1=Poor	18 10.5%	2 25.0%	3 30.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	3 16.7%	3 8.8%	0 0.0%	2 6.5%	2 12.5%	2 7.1%	0 0.0%
2=Fair	18 10.5%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	4 22.2%	5 14.7%	0 0.0%	1 3.2%	2 12.5%	3 10.7%	1 12.5%
3=Average	53 31.0%	4 50.0%	1 10.0%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	6 33.3%	14 41.2%	2 100.0%	9 29.0%	3 18.8%	7 25.0%	3 37.5%
4=Good	68 39.8%	2 25.0%	4 40.0%	4 66.7%	2 50.0%	1 100.0%	2 66.7%	3 16.7%	12 35.3%	0 0.0%	12 38.7%	9 56.3%	13 46.4%	4 50.0%
5=Excellent	14 8.2%	0 0.0%	1 10.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	0 0.0%	7 22.6%	0 0.0%	3 10.7%	0 0.0%
Mean	3.2	2.8	2.9	3.7	3.5	4.0	3.3	2.8	3.0	3.0	3.7	3.2	3.4	3.4
SD	1.1	1.2	1.5	0.5	1.7	0.0	1.2	1.2	0.9	0.0	1.1	1.1	1.1	0.7

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 4: Financial and Marketing Performance

Rate your company on each knowledge metric during the last 12 months: Developing and using customer insights.

N=289	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	92 31.8%	118 40.8%	37 12.8%	42 14.5%	96 33.8%	38 13.4%	46 16.2%	20 7.0%	46 16.2%	38 13.4%	128 45.7%	84 30.0%
1=Poor	7 11.7%	6 9.5%	2 10.0%	3 10.7%	6 10.9%	1 3.8%	3 10.7%	3 23.1%	2 7.1%	3 18.8%	11 14.1%	5 10.2%	2 4.9%
2=Fair	7 11.7%	6 9.5%	4 20.0%	1 3.6%	4 7.3%	4 15.4%	3 10.7%	1 7.7%	4 14.3%	2 12.5%	7 9.0%	6 12.2%	5 12.2%
3=Average	26 43.3% cd	18 28.6%	3 15.0% a	6 21.4% a	16 29.1%	10 38.5%	9 32.1%	5 38.5%	9 32.1%	3 18.8%	27 34.6%	16 32.7%	10 24.4%
4=Good	18 30.0% cd	24 38.1%	11 55.0% a	15 53.6% a	19 34.5%	10 38.5%	12 42.9%	4 30.8%	12 42.9%	8 50.0%	27 34.6%	20 40.8%	18 43.9%
5=Excellent	2 3.3% b	9 14.3% a	0 0.0%	3 10.7%	10 18.2%	1 3.8%	1 3.6%	0 0.0%	1 3.6%	0 0.0%	6 7.7%	2 4.1%	6 14.6%
Mean	3.0	3.4	3.2	3.5	3.4	3.2	3.2	2.8	3.2	3.0	3.1	3.2	3.5
SD	1.0 d	1.1	1.1	1.1 a	1.2	0.9	1.1	1.2	1.0	1.2	1.1	1.0	1.1

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 4: Financial and Marketing Performance

Rate your company on each knowledge metric during the last 12 months: Sharing valuable marketing knowledge.

N=289	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	286 100.0%	18 6.3%	23 8.0%	13 4.5%	6 2.1%	9 3.1%	6 2.1%	29 10.1%	48 16.8%	3 1.0%	52 18.2%	22 7.7%	48 16.8%	9 3.1%
5=Excellent	18 10.6%	0 0.0%	1 10.0%	1 16.7%	1 25.0%	0 0.0%	0 0.0%	2 11.1%	2 5.9%	0 0.0%	6 20.0%	1 6.7%	3 10.3%	1 12.5%
4=Good	62 36.5%	3 37.5%	1 10.0%	4 66.7%	2 50.0%	1 100.0%	1 33.3%	5 27.8%	11 32.4%	2 100.0%	15 50.0%	5 33.3%	9 31.0%	2 25.0%
3=Average	59 34.7%	4 50.0%	5 50.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	8 44.4%	11 32.4%	0 0.0%	8 26.7%	4 26.7%	12 41.4%	5 62.5%
2=Fair	18 10.6%	1 12.5%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	7 20.6%	0 0.0%	0 0.0%	3 20.0%	5 17.2%	0 0.0%
1=Poor	13 7.6%	0 0.0%	2 20.0%	1 16.7%	0 0.0%	0 0.0%	1 33.3%	3 16.7%	3 8.8%	0 0.0%	1 3.3%	2 13.3%	0 0.0%	0 0.0%
Mean	3.3	3.3	2.8	3.7	4.0	4.0	2.3	3.2	3.1	4.0	3.8	3.0	3.3	3.5
SD	1.1	0.7	1.2	1.4	0.8	0.0	1.5	1.2	1.1	0.0	0.9	1.2	0.9	0.8
			J				j	j	J		BfgHkl	j	j	

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 4: Financial and Marketing Performance

Rate your company on each knowledge metric during the last 12 months: Sharing valuable marketing knowledge.

N=289	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 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	92 31.8%	118 40.8%	37 12.8%	42 14.5%	96 33.8%	38 13.4%	46 16.2%	20 7.0%	46 16.2%	38 13.4%	128 45.7%	84 30.0%	68 24.3%
5=Excellent	3 5.0% b	11 17.7% a	1 5.0%	3 10.7%	7 13.0%	2 7.7%	4 14.3%	0 0.0%	4 14.3%	0 0.0%	7 9.0%	4 8.3%	6 14.6%
4=Good	21 35.0%	26 41.9%	6 30.0%	9 32.1%	21 38.9%	12 46.2%	8 28.6%	4 30.8%	11 39.3%	5 31.3%	26 33.3%	18 37.5%	16 39.0%
3=Average	20 33.3%	19 30.6%	6 30.0%	14 50.0%	18 33.3%	7 26.9%	9 32.1%	3 23.1%	10 35.7%	9 56.3%	28 35.9%	19 39.6%	12 29.3%
2=Fair	12 20.0% Bd	1 1.6% AC	4 20.0% B	1 3.6% a	4 7.4%	4 15.4%	6 21.4%	2 15.4%	2 7.1%	0 0.0%	9 11.5%	4 8.3%	5 12.2%
1=Poor	4 6.7%	5 8.1%	3 15.0%	1 3.6%	4 7.4% d	1 3.8% d	1 3.6% d	4 30.8% abce	1 3.6% d	2 12.5%	8 10.3%	3 6.3%	2 4.9%
Mean	3.1	3.6	2.9	3.4	3.4	3.4	3.3	2.5	3.5	3.1	3.2	3.3	3.5
SD	1.0 b	1.1 ac	1.2 b	0.9	1.1 d	1.0 d	1.1	1.3 abE	1.0 D	0.9	1.1	1.0	1.1

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 4: Financial and Marketing Performance

Rate your company on each societal metric during the last 12 months: Marketing that is beneficial for society.

N=289	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	286 100.0%	18 6.3%	23 8.0%	13 4.5%	6 2.1%	9 3.1%	6 2.1%	29 10.1%	48 16.8%	3 1.0%	52 18.2%	22 7.7%	48 16.8%	9 3.1%
5=Excellent	20 13.3%	0 0.0%	2 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 25.0%	2 7.1%	0 0.0%	6 23.1%	0 0.0%	4 14.8%	1 12.5%
4=Good	33 22.0%	2 28.6%	2 25.0%	1 20.0%	2 50.0%	0 0.0%	0 0.0%	2 12.5%	6 21.4%	1 50.0%	4 15.4%	4 26.7%	6 22.2%	3 37.5%
3=Average	49 32.7%	2 28.6%	1 12.5%	2 40.0%	2 50.0%	0 0.0%	2 100.0%	6 37.5%	10 35.7%	0 0.0%	8 30.8%	3 20.0%	10 37.0%	3 37.5%
2=Fair	30 20.0%	1 14.3%	3 37.5%	1 20.0%	0 0.0%	1 100.0%	0 0.0%	1 6.3%	7 25.0%	1 50.0%	5 19.2%	4 26.7%	5 18.5%	1 12.5%
1=Poor	18 12.0%	2 28.6%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	3 18.8%	3 10.7%	0 0.0%	3 11.5%	4 26.7%	2 7.4%	0 0.0%
Mean	3.0	2.6	3.4	2.6	3.5	2.0	3.0	3.2	2.9	3.0	3.2	2.5	3.2	3.5
SD	1.2	1.3	1.3	1.1	0.6	0.0	0.0	1.4	1.1	1.4	1.3	1.2	1.1	0.9

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 4: Financial and Marketing Performance

Rate your company on each societal metric during the last 12 months: Marketing that is beneficial for society.

N=289	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	92 31.8%	118 40.8%	37 12.8%	42 14.5%	96 33.8%	38 13.4%	46 16.2%	20 7.0%	46 16.2%	38 13.4%	128 45.7%	84 30.0%
5=Excellent	5 10.2% d	7 12.7%	0 0.0% d	8 29.6% ac	9 20.0%	2 8.7%	1 4.2%	1 7.7%	4 16.0%	1 6.7%	4 6.3%	7 14.9%	7 18.9%
4=Good	10 20.4%	11 20.0%	5 26.3%	7 25.9%	14 31.1%	5 21.7%	4 16.7%	2 15.4%	4 16.0%	4 26.7%	11 17.5% c	8 17.0% c	14 37.8% ab
3=Average	19 38.8%	19 34.5%	5 26.3%	6 22.2%	8 17.8% cef	8 34.8%	11 45.8% a	2 15.4%	11 44.0% a	7 46.7% a	25 39.7% c	16 34.0%	7 18.9% a
2=Fair	8 16.3%	13 23.6%	5 26.3%	4 14.8%	9 20.0%	7 30.4%	4 16.7%	3 23.1%	5 20.0%	1 6.7%	13 20.6%	9 19.1%	8 21.6%
1=Poor	7 14.3%	5 9.1%	4 21.1%	2 7.4%	5 11.1% d	1 4.3% d	4 16.7%	5 38.5% abE	1 4.0% D	2 13.3%	10 15.9% c	7 14.9%	1 2.7% a
Mean	3.0	3.0	2.6	3.6	3.3	3.0	2.8	2.3	3.2	3.1	2.8	3.0	3.5
SD	1.2 d	1.2	1.1 d	1.3 ac	1.3 d	1.0	1.1	1.4 ae	1.1 d	1.1	1.1 C	1.3	1.1 A

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 4: Financial and Marketing Performance

Rate your company on each societal metric during the last 12 months: Minimizing the impact of marketing on the ecological environment.

N=289	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Total	286 100.0%	18 6.3%	23 8.0%	13 4.5%	6 2.1%	9 3.1%	6 2.1%	29 10.1%	48 16.8%	3 1.0%	52 18.2%	22 7.7%	48 16.8%	9 3.1%
5=Excellent	19 15.8%	0 0.0%	2 33.3%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	1 9.1%	2 8.7%	1 50.0%	6 28.6%	1 7.1%	3 15.0%	1 16.7%
4=Good	25 20.8%	1 20.0%	2 33.3%	2 50.0%	1 25.0%	0 0.0%	0 0.0%	2 18.2%	4 17.4%	0 0.0%	3 14.3%	4 28.6%	5 25.0%	1 16.7%
3=Average	44 36.7%	2 40.0%	1 16.7%	1 25.0%	1 25.0%	1 100.0%	2 100.0%	5 45.5%	8 34.8%	1 50.0%	7 33.3%	4 28.6%	8 40.0%	3 50.0%
2=Fair	13 10.8%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	4 17.4%	0 0.0%	1 4.8%	3 21.4%	3 15.0%	0 0.0%
1=Poor	19 15.8%	2 40.0%	1 16.7%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	2 18.2%	5 21.7%	0 0.0%	4 19.0%	2 14.3%	1 5.0%	1 16.7%
Mean	3.1	2.4	3.7	3.3	3.3	3.0	3.0	2.9	2.7	4.0	3.3	2.9	3.3	3.2
SD	1.3	1.3	1.5	1.0	1.7	0.0	0.0	1.2	1.3	1.4	1.5	1.2	1.1	1.3

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 4: Financial and Marketing Performance

Rate your company on each societal metric during the last 12 months: Minimizing the impact of marketing on the ecological environment.

N=289	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	92 31.8%	118 40.8%	37 12.8%	42 14.5%	96 33.8%	38 13.4%	46 16.2%	20 7.0%	46 16.2%	38 13.4%	128 45.7%	84 30.0%
5=Excellent	5 11.9%	7 17.5%	1 6.3%	6 27.3%	6 17.6%	2 12.5%	3 13.6%	1 9.1%	2 9.1%	4 33.3%	5 10.6%	7 17.9%	5 16.1%
4=Good	8 19.0%	8 20.0%	5 31.3%	4 18.2%	10 29.4%	2 12.5%	2 9.1%	3 27.3%	7 31.8%	1 8.3%	11 23.4%	5 12.8%	9 29.0%
3=Average	14 33.3%	18 45.0%	5 31.3%	7 31.8%	13 38.2%	6 37.5%	10 45.5%	3 27.3%	7 31.8%	3 25.0%	18 38.3%	15 38.5%	10 32.3%
2=Fair	6 14.3%	4 10.0%	2 12.5%	1 4.5%	2 5.9%	4 25.0%	3 13.6%	0 0.0%	3 13.6%	1 8.3%	4 8.5%	5 12.8%	4 12.9%
1=Poor	9 21.4%	3 7.5%	3 18.8%	4 18.2%	3 8.8%	2 12.5%	4 18.2%	4 36.4%	3 13.6%	3 25.0%	9 19.1%	7 17.9%	3 9.7%
Mean	2.9	3.3	2.9	3.3	3.4	2.9	2.9	2.7	3.1	3.2	3.0	3.0	3.3
SD	1.3	1.1	1.2	1.4	1.1	1.2	1.2	1.5	1.2	1.6	1.2	1.3	1.2

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 4: Financial and Marketing Performance

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
7=Excellent - one of the best in the world	15 8.4%	1 12.5%	2 20.0%	0 0.0%	2 50.0%	0 0.0%	0 0.0%	1 5.6%	2 5.7%	0 0.0%	4 11.8%	0 0.0%	2 6.5%	1 12.5%
6=A leader but not one of the best	23 12.9%	0 0.0%	1 10.0%	1 16.7%	1 25.0%	0 0.0%	0 0.0%	2 11.1%	5 14.3%	1 50.0%	4 11.8%	2 12.5%	5 16.1%	1 12.5%
5=Strong	54 30.3%	2 25.0%	2 20.0%	3 50.0%	1 25.0%	0 0.0%	0 0.0%	2 11.1%	7 20.0%	1 50.0%	11 32.4%	7 43.8%	12 38.7%	4 50.0%
4=Good	46 25.8%	2 25.0%	2 20.0%	2 33.3%	0 0.0%	1 100.0%	2 66.7%	7 38.9%	9 25.7%	0 0.0%	10 29.4%	3 18.8%	6 19.4%	2 25.0%
3=Fair	28 15.7%	2 25.0%	3 30.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	4 22.2%	7 20.0%	0 0.0%	4 11.8%	3 18.8%	4 12.9%	0 0.0%
2=Weak	9 5.1%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	4 11.4%	0 0.0%	0 0.0%	1 6.3%	1 3.2%	0 0.0%
1=Very weak	3 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	1 2.9%	0 0.0%	1 3.2%	0 0.0%
Mean	4.5	4.1	4.7	4.8	6.3	4.0	3.7	4.1	4.1	5.5	4.7	4.4	4.6	5.1
SD	1.4	1.6	1.6	0.8	1.0	0.0	0.6	1.3	1.5	0.7	1.3	1.1	1.4	1.0
		d		d	acFGHjKl		Dim	D	D	f	d	D	d	f

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 4: Financial and Marketing Performance

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
7=Excellent - one of the best in the world	3 4.8% d	6 8.8%	0 0.0% d	6 21.4% ac	2 3.4%	4 14.8%	3 10.0%	0 0.0%	3 10.7%	1 5.9%	7 8.5%	3 6.0%	3 7.3%
6=A leader but not one of the best	6 9.7%	10 14.7%	4 20.0%	3 10.7%	7 12.1%	6 22.2%	3 10.0%	0 0.0%	5 17.9%	2 11.8%	9 11.0%	7 14.0%	7 17.1%
5=Strong	17 27.4%	20 29.4%	10 50.0%	7 25.0%	18 31.0%	6 22.2%	11 36.7%	4 30.8%	11 39.3%	4 23.5%	23 28.0% c	12 24.0% c	19 46.3% ab
4=Good	14 22.6%	19 27.9%	5 25.0%	8 28.6%	16 27.6%	5 18.5%	8 26.7%	5 38.5%	4 14.3%	5 29.4%	24 29.3%	13 26.0%	7 17.1%
3=Fair	16 25.8% c	9 13.2%	0 0.0% a	3 10.7%	11 19.0%	5 18.5%	3 10.0%	2 15.4%	4 14.3%	3 17.6%	12 14.6%	11 22.0%	4 9.8%
2=Weak	5 8.1%	2 2.9%	1 5.0%	1 3.6%	3 5.2%	1 3.7%	1 3.3%	2 15.4%	1 3.6%	1 5.9%	4 4.9%	4 8.0%	1 2.4%
1=Very weak	1 1.6%	2 2.9%	0 0.0%	0 0.0%	1 1.7%	0 0.0%	1 3.3%	0 0.0%	0 0.0%	1 5.9%	3 3.7%	0 0.0%	0 0.0%
Mean	4.1	4.6	4.8	4.9	4.3	4.9	4.6	3.8	4.9	4.2	4.4	4.3	4.9
SD	1.4 cd	1.4	1.0 a	1.4 a	1.3	1.5 d	1.4	1.1 be	1.3 d	1.5	1.4	1.3 c	1.1 b

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 5: Social Media Marketing

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
...of your marketing budget do you currently spend on social media?	234 10.6 12.2	12 6.6 7.4	15 18.3 17.3	9 15.4 13.4	5 17.0 16.4	7 7.7 4.8	5 7.0 6.7	24 7.0 8.3	43 7.6 8.7	2 2.6 3.4	43 14.6 15.6	18 10.7 13.1	39 9.6 10.5	9 12.7 14.2
		b	aGHI	gh	h			Bcj	Bcdj		gh		b	
...will you spend in the next 12 months?	234 13.2 13.9	12 9.1 8.8	15 19.5 17.7	9 20.0 15.7	5 20.8 18.2	7 16.0 17.5	5 8.0 5.7	24 10.2 11.8	43 8.6 8.1	2 2.6 3.4	43 16.8 17.4	18 14.5 16.3	39 12.5 12.1	9 14.6 16.1
			H	H	H				BCDJ		H			
...do you predict you will spend in five years?	231 20.9 17.3	12 19.4 14.2	15 23.5 20.0	9 31.8 21.2	5 29.2 19.3	7 16.7 9.8	5 15.0 7.9	23 19.0 17.0	43 16.6 12.4	2 2.8 3.2	42 23.8 20.4	18 22.5 20.5	38 19.9 16.0	9 23.0 22.7
				H	h				Cd					

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 5: Social Media Marketing

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
...of your marketing budget do you currently spend on social media?	78 7.5 8.8	94 12.9 14.7	28 9.0 7.5	34 12.9 13.1	79 14.1 14.9	32 8.3 8.8	35 9.0 11.3	18 10.8 12.1	38 6.9 8.7	27 9.8 8.4	106 6.8 8.7	65 11.7 11.5	57 16.2 15.4
	Bd	A		a	bE	a			A		BC	A	A
...will you spend in the next 12 months?	78 9.3 9.1	94 15.7 16.8	28 12.2 11.3	34 16.3 14.8	79 16.8 16.3	32 9.7 9.7	35 11.7 13.1	18 14.6 14.0	38 9.0 10.8	27 13.6 12.2	106 9.4 11.3	65 14.2 13.0	57 18.9 16.6
	BD	A		A	bE	a			A		bC	a	A
...do you predict you will spend in five years?	77 17.2 13.6	93 21.7 18.9	28 22.1 16.5	33 26.1 20.2	78 24.7 18.5	32 17.6 13.6	34 21.5 18.7	18 23.2 19.7	38 15.9 15.0	26 20.1 16.4	104 15.2 14.1	65 23.4 17.8	57 28.8 19.0
	D			A	e				a		BC	A	A

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 5: Social Media Marketing

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
1=Not At All Effectively	27 11.5%	3 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	3 12.5%	8 18.6%	0 0.0%	5 11.4%	2 10.5%	5 13.2%	0 0.0%
2=	22 9.4%	2 16.7%	3 20.0%	0 0.0%	0 0.0%	2 28.6%	0 0.0%	2 8.3%	7 16.3%	1 50.0%	0 0.0%	1 5.3%	2 5.3%	2 22.2%
		J	J			J			J	JL ABEHIM			i	J
3=	24 10.2%	1 8.3%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	2 8.3%	8 18.6%	0 0.0%	5 11.4%	2 10.5%	3 7.9%	2 22.2%
4=	46 19.6%	2 16.7%	3 20.0%	1 11.1%	1 20.0%	1 14.3%	2 40.0%	7 29.2%	8 18.6%	0 0.0%	7 15.9%	2 10.5%	9 23.7%	1 11.1%
5=	63 26.8%	4 33.3%	4 26.7%	1 11.1%	2 40.0%	3 42.9%	1 20.0%	5 20.8%	7 16.3%	0 0.0%	18 40.9%	4 21.1%	13 34.2%	1 11.1%
									j		h			
6=	31 13.2%	0 0.0%	1 6.7%	5 55.6%	2 40.0%	1 14.3%	1 20.0%	3 12.5%	5 11.6%	0 0.0%	3 6.8%	5 26.3%	3 7.9%	2 22.2%
		Cd	c	AbgHJL	ajl			c	C		Cdk	j	Cd	
7=Very Effectively	22 9.4%	0 0.0%	4 26.7%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	1 50.0%	6 13.6%	3 15.8%	3 7.9%	1 11.1%
		i	H	h				BcljKm		aH	h	H	h	h
Mean	4.2	3.2	4.8	5.4	5.2	4.1	4.0	4.1	3.3	4.5	4.5	4.7	4.2	4.2
SD	1.8	1.7	1.8	1.2	0.8	1.6	1.9	1.8	1.7	3.5	1.7	1.9	1.7	1.9
		bCdjk	aH	AgHI	ah			c	BCdJKL		aH	aH	ch	

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 5: Social Media Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All Effectively	17 21.8% bCd	8 8.5% a	0 0.0% A	2 5.9% a	8 10.1%	3 9.4%	7 20.0%	0 0.0%	3 7.7%	3 11.1%	20 18.9% bC	4 6.2% a	2 3.4% A
2=	8 10.3%	9 9.6%	3 10.3%	2 5.9%	6 7.6%	2 6.3%	2 5.7%	1 5.6%	7 17.9%	4 14.8%	10 9.4%	7 10.8%	5 8.6%
3=	8 10.3%	9 9.6%	5 17.2%	2 5.9%	5 6.3%	5 15.6%	4 11.4%	2 11.1%	5 12.8%	3 11.1%	15 14.2%	5 7.7%	4 6.9%
4=	18 23.1%	16 17.0%	6 20.7%	6 17.6%	14 17.7%	9 28.1%	7 20.0%	4 22.2%	6 15.4%	6 22.2%	23 21.7%	13 20.0%	9 15.5%
5=	18 23.1%	30 31.9%	4 13.8%	11 32.4%	27 34.2% cf	10 31.3%	5 14.3% a	6 33.3%	11 28.2%	3 11.1% a	28 26.4%	19 29.2%	15 25.9%
6=	7 9.0% c	10 10.6% c	8 27.6% ab	6 17.6%	7 8.9% f	2 6.3% f	7 20.0%	4 22.2%	4 10.3%	7 25.9% ab	7 6.6% C	9 13.8%	14 24.1% A
7=Very Effectively	2 2.6% bd	12 12.8% a	3 10.3%	5 14.7% a	12 15.2%	1 3.1%	3 8.6%	1 5.6%	3 7.7%	1 3.7%	3 2.8% bC	8 12.3% a	9 15.5% A
Mean	3.5	4.4	4.6	4.8	4.5	4.0	4.0	4.7	4.0	4.0	3.6	4.5	4.9
SD	1.8 BCD	1.7 A	1.6 A	1.6 A	1.8	1.5	2.0	1.3	1.7	1.8	1.7 BC	1.7 A	1.6 A

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 5: Social Media Marketing

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not At All Effectively	30 13.0%	3 25.0%	0 0.0% i	0 0.0%	0 0.0%	1 14.3%	0 0.0%	4 16.7%	7 16.3%	1 50.0% b	6 14.3%	3 16.7%	5 12.8%	0 0.0%
2=	46 19.9%	1 8.3%	2 13.3%	1 12.5%	1 20.0%	2 28.6%	2 40.0%	3 12.5%	14 32.6%	0 0.0%	6 14.3%	4 22.2%	7 17.9%	2 25.0%
3=	52 22.5%	2 16.7%	5 33.3%	1 12.5%	0 0.0%	1 14.3%	2 40.0%	3 12.5%	13 30.2%	1 50.0%	8 19.0%	4 22.2%	9 23.1%	2 25.0%
4=	41 17.7%	3 25.0%	3 20.0%	1 12.5%	1 20.0%	2 28.6%	1 20.0%	8 33.3% h	5 11.6% g	0 0.0%	6 14.3%	2 11.1%	9 23.1%	0 0.0%
5=	33 14.3%	2 16.7%	2 13.3%	4 50.0% egHI	1 20.0%	0 0.0% c	0 0.0%	3 12.5% c	3 7.0% C	0 0.0%	8 19.0%	3 16.7%	5 12.8% c	2 25.0%
6=	21 9.1%	1 8.3%	3 20.0% h	0 0.0%	2 40.0% gH	1 14.3%	0 0.0%	1 4.2% d	1 2.3% bDm	0 0.0%	4 9.5%	1 5.6%	4 10.3%	2 25.0% h
7=Very Effectively	8 3.5%	0 0.0%	0 0.0%	1 12.5% hl	0 0.0%	0 0.0%	0 0.0%	2 8.3%	0 0.0% cj	0 0.0%	4 9.5% h	1 5.6%	0 0.0% c	0 0.0%
Mean	3.4	3.3	3.9	4.5	4.6	3.1	2.8	3.6	2.7	2.0	3.8	3.3	3.4	4.0
SD	1.6	1.7	1.4 H	1.5 fH	1.7 H	1.7	0.8 c	1.8 h	1.2 BCDgJlm	1.4	1.9 H	1.8	1.5 h	1.7 h

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 5: Social Media Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not At All Effectively	13 16.9%	12 12.9%	2 7.4%	3 8.8%	11 13.9%	3 9.7%	5 14.3%	1 5.6%	4 10.3%	3 12.5%	21 19.6%	6 9.7%
2=	20 26.0%	14 15.1%	7 25.9%	5 14.7%	15 19.0%	3 9.7%	7 20.0%	5 27.8%	11 28.2%	5 20.8%	22 20.6%	15 24.2%	8 14.0%
3=	25 32.5%	13 14.0%	5 18.5%	9 26.5%	13 16.5%	12 38.7%	9 25.7%	5 27.8%	7 17.9%	6 25.0%	25 23.4%	12 19.4%	14 24.6%
4=	12 15.6%	20 21.5%	2 7.4%	7 20.6%	9 11.4%	8 25.8%	8 22.9%	6 33.3%	5 12.8%	5 20.8%	18 16.8%	11 17.7%	11 19.3%
5=	6 7.8%	14 15.1%	8 29.6%	5 14.7%	15 19.0%	2 6.5%	4 11.4%	1 5.6%	9 23.1%	1 4.2%	12 11.2%	14 22.6%	7 12.3%
6=	1 1.3%	15 16.1%	2 7.4%	3 8.8%	10 12.7%	2 6.5%	1 2.9%	0 0.0%	3 7.7%	4 16.7%	7 6.5%	4 6.5%	9 15.8%
7=Very Effectively	0 0.0%	5 5.4%	1 3.7%	2 5.9%	6 7.6%	1 3.2%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	2 1.9%	0 0.0%	5 8.8%
Mean	2.8	3.8	3.6	3.7	3.7	3.4	3.2	3.1	3.3	3.3	3.1	3.4	4.0
SD	1.2	1.8	1.7	1.6	1.9	1.4	1.5	1.1	1.5	1.6	1.6	1.5	1.7
	BCD	A	A	A							C	c	Ab

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 5: Social Media Marketing

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M	
Percent of social media activities are performed by outside agencies	232 20.0 30.1	12 22.1 36.4	15 8.9 22.5	9 61.7 31.6	5 0.0 0.0	7 7.9 10.7	5 31.0 36.5	24 15.8 29.6	43 27.2 31.3	2 0.0 0.0	43 7.1 17.0	18 28.1 34.7	37 18.8 28.7	9 42.2 37.5
		cj	Chm	aBEGHJK L		Cm	j	Cm	bCJ		aCfHKIM	cJ	Cjm	begJl

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 5: Social Media Marketing

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of social media activities are performed by outside agencies	77 19.6 30.1 C	93 12.4 24.9 C	28 47.3 33.2 ABD	34 19.4 29.1 C	79 10.0 23.6 cDEF	32 20.3 32.3	35 22.3 31.9 a	18 30.8 33.9 A	37 26.8 33.0 A	26 33.2 30.2 A	105 17.3 29.9 b	65 27.9 32.1 ac	57 15.9 26.7 b

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 5: Social Media Marketing

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
We have proven the impact quantitatively	27 11.5%	0 0.0%	1 6.7%	1 12.5%	1 20.0%	2 28.6% H	0 0.0%	1 4.2%	1 2.3% Ejl	0 0.0%	8 18.2% h	3 15.8%	8 20.5% h	1 11.1%
We have a good qualitative sense of the impact, but not a quantitative impact	95 40.6%	3 25.0%	7 46.7%	4 50.0%	3 60.0%	3 42.9%	1 25.0%	9 37.5%	12 27.9%	1 50.0%	20 45.5%	10 52.6%	15 38.5%	5 55.6%
We haven't been able to show the impact yet	112 47.9%	9 75.0% jkl	7 46.7%	3 37.5%	1 20.0% h	2 28.6% h	3 75.0%	14 58.3%	30 69.8% deJKlm	1 50.0%	16 36.4% aH	6 31.6% aH	16 41.0% ah	3 33.3% h
Mean	2.4	2.8	2.4	2.3	2.0	2.0	2.8	2.5	2.7	2.5	2.2	2.2	2.2	2.2
SD	0.7	0.5 dejklm	0.6	0.7	0.7 ah	0.8 aH	0.5	0.6 j	0.5 dEJKLm	0.7	0.7 agH	0.7 aH	0.8 aH	0.7 ah

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 5: Social Media Marketing

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	7 9.1%	10 10.5%	4 14.3%	6 17.6%	9 11.4%	1 3.1%	5 13.9%	4 22.2%	5 13.2%	3 11.5%	12 11.2%	4 6.3%	11 19.0%
						d		b				c	b
We have a good qualitative sense of the impact, but not a quantitative impact	23 29.9%	45 47.4%	12 42.9%	15 44.1%	35 44.3%	11 34.4%	16 44.4%	7 38.9%	16 42.1%	7 26.9%	33 30.8%	28 44.4%	31 53.4%
	b	a									C		A
We haven't been able to show the impact yet	47 61.0%	40 42.1%	12 42.9%	13 38.2%	35 44.3%	20 62.5%	15 41.7%	7 38.9%	17 44.7%	16 61.5%	62 57.9%	31 49.2%	16 27.6%
	bd	a		a							C	c	Ab
Mean	2.5	2.3	2.3	2.2	2.3	2.6	2.3	2.2	2.3	2.5	2.5	2.4	2.1
SD	0.7	0.7	0.7	0.7	0.7	0.6	0.7	0.8	0.7	0.7	0.7	0.6	0.7
	bd	a		a		cd	b	b			C	C	AB

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 5: Social Media Marketing

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Wholesale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not At All	43 18.3%	4 33.3%	3 20.0%	0 0.0%	0 0.0%	2 28.6%	1 20.0%	7 29.2%	12 27.9%	0 0.0%	5 11.4%	2 10.5%	5 12.8%	0 0.0%
2=	51 21.7%	3 25.0%	3 20.0%	4 50.0% gk	0 0.0%	1 14.3%	1 20.0%	3 12.5% c	13 30.2%	1 50.0%	9 20.5%	2 10.5% c	10 25.6%	1 11.1%
3=	55 23.4%	4 33.3%	1 6.7% fgK	0 0.0% fgk	0 0.0% k	0 0.0% fk	3 60.0% bcel	9 37.5% bcl	10 23.3% k	0 0.0%	10 22.7% k	10 52.6% BcdehjL	5 12.8% fgK	2 22.2%
4=	27 11.5%	1 8.3%	2 13.3%	2 25.0%	1 20.0%	1 14.3%	0 0.0%	1 4.2% i	6 14.0%	1 50.0% gj	3 6.8% i	1 5.3%	6 15.4%	2 22.2%
5=	35 14.9%	0 0.0% Dem	4 26.7% H	1 12.5%	3 60.0% AGHkl	3 42.9% agH	0 0.0%	2 8.3% De	1 2.3% BDEJIM	0 0.0%	9 20.5% H	2 10.5% d	7 17.9% dh	3 33.3% aH
6=	16 6.8%	0 0.0%	1 6.7%	1 12.5%	1 20.0%	0 0.0%	0 0.0%	1 4.2%	1 2.3% l	0 0.0%	4 9.1%	0 0.0%	6 15.4% h	1 11.1%
7=Very Highly	8 3.4%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0% jk	0 0.0%	4 9.1% h	2 10.5% hl	0 0.0% k	0 0.0%
Mean	3.2	2.2	3.5	3.4	5.0	3.3	2.4	2.8	2.4	3.0	3.7	3.4	3.5	4.1
SD	1.7	1.0	2.0	1.6	0.7	1.9	0.9	1.7	1.2	1.4	1.9	1.6	1.7	1.3
		bDJklM	ah		AFGHik		Dm	Dm	bDJkLM	d	AH	adh	aH	AfgH

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 5: Social Media Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not At All	23 29.5% bcd	15 15.8% a	2 7.1% a	3 8.8% a	9 11.4%	7 21.9%	7 19.4%	4 22.2%	6 15.4%	7 26.9%	24 22.4%	12 18.8%
2=	18 23.1%	21 22.1%	7 25.0%	5 14.7%	15 19.0%	9 28.1%	8 22.2%	4 22.2%	10 25.6%	5 19.2%	30 28.0% c	12 18.8%	8 13.8% a
3=	19 24.4%	19 20.0% c	11 39.3% b	6 17.6%	16 20.3%	7 21.9%	8 22.2%	6 33.3%	13 33.3%	5 19.2%	27 25.2%	17 26.6%	9 15.5%
4=	13 16.7%	8 8.4%	3 10.7%	3 8.8%	9 11.4%	8 25.0% e	3 8.3%	1 5.6%	3 7.7% b	3 11.5%	13 12.1%	9 14.1%	5 8.6%
5=	1 1.3% BcD	20 21.1% A	3 10.7% ad	11 32.4% Ac	18 22.8% B	0 0.0% Acf	6 16.7% b	2 11.1%	4 10.3%	4 15.4% b	10 9.3% C	7 10.9% c	17 29.3% Ab
6=	4 5.1%	7 7.4%	1 3.6%	4 11.8%	6 7.6%	1 3.1%	4 11.1%	1 5.6%	3 7.7%	1 3.8%	2 1.9% C	5 7.8%	9 15.5% A
7=Very Highly	0 0.0% bd	5 5.3% a	1 3.6%	2 5.9% a	6 7.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	1 0.9% c	2 3.1%	4 6.9% a
Mean	2.5	3.4	3.2	4.0	3.7	2.6	3.1	2.8	2.9	3.0	2.7	3.2	4.1
SD	1.4 BcD	1.8 A	1.4 ad	1.7 Ac	1.8 Bde	1.3 A	1.7	1.5 a	1.5 a	1.8	1.4 bC	1.7 aC	1.8 AB

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 5: Social Media Marketing

Check all of the areas your company will invest in social media in the next year.

N=289	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	289 100.0%	18 6.2%	23 8.0%	13 4.5%	6 2.1%	9 3.1%	6 2.1%	29 10.0%	48 16.6%	3 1.0%	52 18.0%	22 7.6%	48 16.6%	9 3.1%
New technology	77 26.6%	5 27.8%	3 13.0%	3 23.1%	1 16.7%	2 22.2%	0 0.0%	3 10.3%	15 31.3%	1 33.3%	16 30.8%	6 27.3%	17 35.4%	4 44.4%
Content creation	181 62.6%	10 55.6%	13 56.5%	9 69.2%	4 66.7%	6 66.7%	4 66.7%	16 55.2%	27 56.3%	2 66.7%	37 71.2%	14 63.6%	29 60.4%	7 77.8%
Campaign optimization	120 41.5%	8 44.4%	7 30.4%	6 46.2%	4 66.7%	5 55.6%	1 16.7%	10 34.5%	16 33.3%	0 0.0%	26 50.0%	12 54.5%	20 41.7%	5 55.6%
Analytics	126 43.6%	5 27.8%	8 34.8%	8 61.5%	5 83.3%	3 33.3%	2 33.3%	8 27.6%	20 41.7%	2 66.7%	23 44.2%	11 50.0%	24 50.0%	5 55.6%
Talent acquisition	62 21.5%	5 27.8%	4 17.4%	0 0.0%	2 33.3%	0 0.0%	1 16.7%	3 10.3%	14 29.2%	1 33.3%	12 23.1%	5 22.7%	13 27.1%	2 22.2%
Employee engagement	75 26.0%	5 27.8%	4 17.4%	2 15.4%	4 66.7%	2 22.2%	1 16.7%	6 20.7%	17 35.4%	1 33.3%	15 28.8%	5 22.7%	11 22.9%	1 11.1%
Training employees	54 18.7%	4 22.2%	3 13.0%	1 7.7%	3 50.0%	2 22.2%	1 16.7%	4 13.8%	10 20.8%	1 33.3%	6 11.5%	5 22.7%	11 22.9%	2 22.2%
Social listening	120 41.5%	8 44.4%	7 30.4%	7 53.8%	4 66.7%	4 44.4%	3 50.0%	10 34.5%	17 35.4%	0 0.0%	20 38.5%	12 54.5%	19 39.6%	7 77.8%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 5: Social Media Marketing

Check all of the areas your company will invest in social media in the next year.

N=289	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Community engagement	117 40.5%	6 33.3%	6 26.1%	6 46.2%	4 66.7%	5 55.6%	3 50.0%	11 37.9%	14 29.2%	2 66.7%	20 38.5%	13 59.1%	23 47.9%	3 33.3%
Customer care	89 30.8%	3 16.7%	5 21.7%	3 23.1%	3 50.0%	2 22.2%	1 16.7%	9 31.0%	19 39.6%	0 0.0%	10 19.2%	12 54.5%	14 29.2%	6 66.7%
Crisis monitoring and communication	68 23.5%	5 27.8%	5 21.7%	6 46.2%	2 33.3%	1 11.1%	2 33.3%	7 24.1%	7 14.6%	0 0.0%	8 15.4%	9 40.9%	9 18.8%	6 66.7%
Developing new products	45 15.6%	1 5.6%	3 13.0%	2 15.4%	2 33.3%	0 0.0%	0 0.0%	5 17.2%	10 20.8%	0 0.0%	9 17.3%	6 27.3%	6 12.5%	0 0.0%
Mean	5.8	5.6	5.9	6.0	6.3	5.5	6.3	6.3	5.8	4.9	5.4	6.4	5.7	6.1
SD	3.4	3.2	3.4	3.6	3.2	3.2	3.2	3.5	3.4	2.8	3.3	3.5	3.3	3.5

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 5: Social Media Marketing

Check all of the areas your company will invest in social media in the next year.

N=289	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	92 31.8%	118 40.8%	37 12.8%	42 14.5%	96 33.2%	38 13.1%	46 15.9%	20 6.9%	46 15.9%	38 13.1%	128 44.3%	84 29.1%
New technology	22 23.9%	37 31.4%	7 18.9%	11 26.2%	19 19.8%	10 26.3%	14 30.4%	8 40.0%	19 41.3%	5 13.2%	32 25.0%	20 23.8%	23 33.8%
Content creation	54 58.7%	73 61.9%	24 64.9%	30 71.4%	58 60.4%	27 71.1%	30 65.2%	15 75.0%	29 63.0%	21 55.3%	78 60.9%	52 61.9%	46 67.6%
Campaign optimization	30 32.6%	49 41.5%	18 48.6%	23 54.8%	35 36.5%	18 47.4%	20 43.5%	10 50.0%	18 39.1%	18 47.4%	48 37.5%	36 42.9%	33 48.5%
Analytics	37 40.2%	49 41.5%	18 48.6%	22 52.4%	31 32.3%	18 47.4%	24 52.2%	14 70.0%	22 47.8%	16 42.1%	49 38.3%	41 48.8%	31 45.6%
Talent acquisition	25 27.2%	25 21.2%	4 10.8%	8 19.0%	14 14.6%	8 21.1%	16 34.8%	2 10.0%	13 28.3%	9 23.7%	21 16.4%	24 28.6%	15 22.1%
Employee engagement	23 25.0%	36 30.5%	7 18.9%	9 21.4%	14 14.6%	12 31.6%	16 34.8%	8 40.0%	13 28.3%	11 28.9%	34 26.6%	22 26.2%	16 23.5%
Training employees	24 26.1%	21 17.8%	2 5.4%	7 16.7%	12 12.5%	10 26.3%	12 26.1%	6 30.0%	11 23.9%	3 7.9%	24 18.8%	15 17.9%	14 20.6%
Social listening	32 34.8%	43 36.4%	21 56.8%	24 57.1%	31 32.3%	9 23.7%	19 41.3%	12 60.0%	31 67.4%	17 44.7%	35 27.3%	47 56.0%	34 50.0%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 5: Social Media Marketing

Check all of the areas your company will invest in social media in the next year.

N=289

	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
	Community engagement	32 34.8%	46 39.0%	17 45.9%	22 52.4%	34 35.4% dE	11 28.9% dE	19 41.3%	12 60.0% abf	27 58.7% ABf	12 31.6% de	47 36.7%	42 50.0%
Customer care	30 32.6%	27 22.9% d	14 37.8%	18 42.9% b	21 21.9% De	13 34.2%	16 34.8%	11 55.0% Af	19 41.3% a	8 21.1% d	24 18.8% BC	37 44.0% A	26 38.2% A
Crisis monitoring and communication	15 16.3% CD	22 18.6% Cd	15 40.5% AB	16 38.1% Ab	11 11.5% DEf	5 13.2% DE	11 23.9% d	11 55.0% ABc	19 41.3% AB	11 28.9% a	23 18.0% B	30 35.7% Ac	13 19.1% b
Developing new products	15 16.3%	16 13.6%	7 18.9%	7 16.7%	18 18.8%	10 26.3% ef	6 13.0%	4 20.0%	4 8.7% b	3 7.9% b	20 15.6%	13 15.5%	12 17.6%
Mean	5.9	5.6	6.3	6.1	5.7	5.6	5.7	6.3	6.1	5.8	5.6	6.2	5.7
SD	3.3	3.3 c	3.5 b	3.4	3.4	3.4	3.2	3.5	3.3	3.2	3.4 B	3.3 A	3.4

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 6: Mobile Marketing

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Current	227	11	13	9	5	7	5	24	42	2	41	18	39	9
	5.9	6.5	8.2	5.9	13.6	1.4	1.0	4.8	4.6	0.0	4.5	8.8	6.2	14.0
	7.6	6.7	8.9	7.5	10.8	2.4	2.2	7.1	6.7	0.0	7.2	8.3	7.5	8.8
		m			efghj	dkM	dM	dM	dkM		dM	eh	M	aEFGHJL
In 3 years	226	11	13	9	5	7	5	23	42	2	41	18	39	9
	14.6	17.6	15.6	19.0	28.6	7.4	7.0	13.6	10.0	0.0	12.6	18.4	16.1	26.2
	14.7	17.8	12.6	17.6	18.8	9.5	6.7	13.3	10.6	0.0	15.4	14.2	15.9	17.1
				h	efgHj	dm	dm	dm	cDklM		dm	h	h	efgHj

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 6: Mobile Marketing

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Current	76	90	28	33	76	31	35	17	36	27	102	64	55
	3.8	5.7	9.2	8.8	4.9	3.6	6.5	7.9	8.4	6.8	3.3	7.7	8.4
	5.9	7.8	8.0	8.6	7.9	5.3	8.8	7.1	7.8	6.7	5.9	7.6	8.7
	CD	c	Ab	A	e	dEf		b	aB	b	BC	A	A
In 3 years	76	90	28	32	75	31	35	17	36	27	101	64	55
	10.5	13.7	22.2	20.3	13.9	8.4	16.6	17.2	18.8	15.9	8.8	17.6	20.9
	10.6	15.6	15.7	15.8	14.6	7.2	18.7	9.5	15.5	15.8	11.4	14.5	16.1
	CD	cd	Ab	Ab	b	acDEf	b	B	B	b	BC	A	A

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 6: Mobile Marketing

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Poorly	55 28.8%	2 20.0%	2 16.7%	0 0.0%	1 20.0%	3 75.0%	1 25.0%	8 44.4%	14 37.8%	1 100.0%	9 29.0%	2 11.1%	10 30.3%	1 11.1%
2=	38 19.9%	2 20.0%	1 8.3%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	3 16.7%	11 29.7%	0 0.0%	7 22.6%	4 22.2%	8 24.2%	0 0.0%
3=	26 13.6%	3 30.0%	2 16.7%	0 0.0%	1 20.0%	0 0.0%	1 25.0%	2 11.1%	5 13.5%	0 0.0%	3 9.7%	1 5.6%	6 18.2%	2 22.2%
4=	30 15.7%	0 0.0%	2 16.7%	3 42.9%	0 0.0%	0 0.0%	1 25.0%	3 16.7%	5 13.5%	0 0.0%	9 29.0%	3 16.7%	3 9.1%	1 11.1%
5=	27 14.1%	1 10.0%	4 33.3%	1 14.3%	2 40.0%	0 0.0%	1 25.0%	1 5.6%	1 2.7%	0 0.0%	0 0.0%	7 38.9%	4 12.1%	4 44.4%
6=	11 5.8%	2 20.0%	1 8.3%	1 14.3%	1 20.0%	1 25.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	2 6.5%	0 0.0%	1 3.0%	1 11.1%
7=Excellent	4 2.1%	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%	1 3.2%	1 5.6%	1 3.0%	0 0.0%
Mean	2.9	3.2	3.7	3.9	4.0	2.3	3.3	2.4	2.2	1.0	2.8	3.7	2.7	4.1
SD	1.7	1.9	1.7	1.5	2.0	2.5	1.7	1.6	1.4	0.0	1.7	1.7	1.7	1.5

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 6: Mobile Marketing

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

	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=Poorly	27 42.2% CD	21 29.6%	3 11.1% A	4 13.8% A	14 25.0%	6 24.0%	12 38.7%	5 31.3%	8 22.9%	7 28.0%	28 36.4%	14 23.7%
2=	13 20.3%	15 21.1%	8 29.6% d	2 6.9% c	13 23.2%	9 36.0% c	4 12.9% b	2 12.5%	7 20.0%	3 12.0%	22 28.6% c	10 16.9%	6 12.0% a
3=	11 17.2%	7 9.9%	2 7.4%	6 20.7%	5 8.9%	5 20.0%	3 9.7%	2 12.5%	7 20.0%	4 16.0%	11 14.3%	7 11.9%	7 14.0%
4=	7 10.9%	14 19.7%	6 22.2%	3 10.3%	14 25.0% E	3 12.0%	4 12.9%	3 18.8%	1 2.9% Af	5 20.0% e	10 13.0%	9 15.3%	11 22.0%
5=	4 6.3% D	9 12.7% d	5 18.5%	9 31.0% Ab	6 10.7%	2 8.0%	7 22.6%	1 6.3%	6 17.1%	5 20.0%	4 5.2% Bc	13 22.0% A	8 16.0% a
6=	1 1.6% d	4 5.6%	2 7.4%	4 13.8% a	4 7.1%	0 0.0%	1 3.2%	1 6.3%	4 11.4%	1 4.0%	0 0.0% bC	5 8.5% a	6 12.0% A
7=Excellent	1 1.6% D	1 1.4%	1 3.7%	1 3.4%	0 0.0% D	0 0.0%	0 0.0%	2 12.5% A	2 5.7%	0 0.0%	2 2.6%	1 1.7%	1 2.0%
Mean	2.3	2.9	3.4	3.9	2.9	2.4	2.8	3.3	3.3	3.0	2.3	3.3	3.4
SD	1.5 bcd	1.7 aD	1.7 A	1.7 AB	1.6	1.2	1.7	2.1	1.9	1.6	1.4 BC	1.8 A	1.8 A

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 6: Mobile Marketing

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Poorly	41 21.5%	2 20.0%	1 9.1%	0 0.0%	1 20.0%	1 25.0%	0 0.0%	6 33.3%	9 24.3%	1 100.0%	8 25.8%	2 10.5%	8 24.2%	1 11.1%
2=	23 12.0%	3 30.0%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	1 25.0%	1 5.6%	6 16.2%	0 0.0%	2 6.5%	2 10.5%	6 18.2%	0 0.0%
3=	28 14.7%	0 0.0%	3 27.3%	0 0.0%	1 20.0%	2 50.0%	1 25.0%	2 11.1%	8 21.6%	0 0.0%	3 9.7%	2 10.5%	6 18.2%	0 0.0%
4=	38 19.9%	3 30.0%	4 36.4%	3 42.9%	0 0.0%	0 0.0%	1 25.0%	5 27.8%	7 18.9%	0 0.0%	7 22.6%	3 15.8%	4 12.1%	0 0.0%
5=	34 17.8%	1 10.0%	2 18.2%	1 14.3%	1 20.0%	0 0.0%	0 0.0%	1 5.6%	5 13.5%	0 0.0%	7 22.6%	7 36.8%	5 15.2%	4 44.4%
6=	21 11.0%	0 0.0%	0 0.0%	2 28.6%	2 40.0%	0 0.0%	1 25.0%	3 16.7%	2 5.4%	0 0.0%	3 9.7%	1 5.3%	3 9.1%	4 44.4%
7=Excellent	6 3.1%	1 10.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.2%	2 10.5%	1 3.0%	0 0.0%
Mean	3.5	3.2	3.9	4.4	4.2	2.3	3.8	3.2	3.0	1.0	3.5	4.2	3.2	5.0
SD	1.8	1.9	1.5	1.4	2.2	1.0	1.7	1.9	1.6	0.0	1.9	1.8	1.8	1.6

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 6: Mobile Marketing

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

	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=Poorly	21 32.3% Cd	16 22.5% c	1 3.7% Ab	3 10.7% a	13 23.2%	5 20.0%	9 29.0%	2 12.5%	6 17.1%	5 20.0%	26 33.8% B	6 10.0% A
2=	9 13.8%	8 11.3%	4 14.8%	2 7.1%	7 12.5%	5 20.0%	5 16.1%	2 12.5%	2 5.7%	2 8.0%	10 13.0%	7 11.7%	5 10.2%
3=	12 18.5%	11 15.5%	2 7.4%	3 10.7%	7 12.5%	5 20.0% c	1 3.2% bde	4 25.0% c	8 22.9% c	3 12.0%	13 16.9%	9 15.0%	5 10.2%
4=	12 18.5%	13 18.3%	9 33.3%	4 14.3%	11 19.6%	8 32.0%	6 19.4%	3 18.8%	4 11.4%	6 24.0%	16 20.8%	12 20.0%	10 20.4%
5=	7 10.8% D	13 18.3%	4 14.8%	10 35.7% A	10 17.9%	1 4.0%	7 22.6%	4 25.0%	6 17.1%	5 20.0%	7 9.1% B	16 26.7% A	10 20.4%
6=	4 6.2%	7 9.9%	5 18.5%	5 17.9%	6 10.7%	1 4.0%	3 9.7%	0 0.0%	7 20.0%	3 12.0%	4 5.2% c	7 11.7%	8 16.3% a
7=Excellent	0 0.0% c	3 4.2%	2 7.4% a	1 3.6%	2 3.6%	0 0.0%	0 0.0%	1 6.3%	2 5.7%	1 4.0%	1 1.3%	3 5.0%	2 4.1%
Mean	2.8	3.5	4.3	4.3	3.4	2.9	3.2	3.6	3.9	3.7	2.8	4.0	3.8
SD	1.6 bCD	1.8 acd	1.6 Ab	1.7 Ab	1.8	1.4 e	1.8	1.6	1.9 b	1.8	1.6 BC	1.7 A	1.8 A

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 6: Mobile Marketing

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Poorly	47 24.9%	2 20.0%	1 9.1% i	1 14.3%	1 20.0%	2 50.0%	0 0.0%	6 33.3%	11 30.6%	1 100.0% bk	9 29.0%	2 10.5% i	9 27.3%	1 11.1%
2=	27 14.3%	2 20.0%	1 9.1%	1 14.3%	0 0.0%	1 25.0%	1 33.3% j	3 16.7%	5 13.9%	0 0.0%	1 3.2% fl	3 15.8%	8 24.2% j	0 0.0%
3=	31 16.4%	1 10.0%	2 18.2%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	2 11.1%	9 25.0%	0 0.0%	5 16.1%	2 10.5%	7 21.2%	1 11.1%
4=	41 21.7%	1 10.0%	4 36.4% l	2 28.6%	1 20.0%	0 0.0%	2 66.7% L	3 16.7%	8 22.2%	0 0.0%	9 29.0% l	6 31.6% l	3 9.1% bFjk	2 22.2%
5=	27 14.3%	3 30.0%	1 9.1%	1 14.3%	2 40.0% h	0 0.0%	0 0.0%	2 11.1%	3 8.3% dm	0 0.0%	3 9.7% m	5 26.3%	3 9.1% m	4 44.4% hjl
6=	12 6.3%	1 10.0%	1 9.1%	1 14.3% h	1 20.0% H	0 0.0%	0 0.0%	2 11.1% h	0 0.0% cDgm	0 0.0%	2 6.5%	1 5.3%	2 6.1%	1 11.1% h
7=Excellent	4 2.1%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.5%	0 0.0%	1 3.0%	0 0.0%
Mean	3.1	3.4	3.9	3.6	4.2	1.8	3.3	2.9	2.6	1.0	3.3	3.6	2.8	4.2
SD	1.7	1.8	1.7 eh	1.7	1.9 h	1.0 bkm	1.2	1.8	1.4 bdkM	0.0	1.9	1.5 eh	1.7 m	1.5 eHl

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 6: Mobile Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Poorly	22 34.9% c	17 23.9%	3 11.1% a	5 17.9%	13 23.2%	6 24.0%	11 35.5%	3 18.8%	6 18.2%	6 24.0%	26 34.2% b	10 16.9% a	11 22.4%
2=	11 17.5%	10 14.1%	5 18.5%	1 3.6%	8 14.3%	4 16.0%	2 6.5% d	5 31.3%	5 15.2%	3 12.0%	14 18.4%	9 15.3%	3 6.1%
3=	11 17.5%	13 18.3%	5 18.5%	2 7.1%	9 16.1%	6 24.0%	3 9.7%	3 18.8%	6 18.2%	4 16.0%	16 21.1%	8 13.6%	6 12.2%
4=	13 20.6%	12 16.9%	8 29.6%	8 28.6%	12 21.4%	7 28.0%	6 19.4%	2 12.5%	7 21.2%	7 28.0%	15 19.7%	14 23.7%	11 22.4%
5=	5 7.9% d	10 14.1%	4 14.8%	8 28.6% a	8 14.3%	2 8.0%	6 19.4%	2 12.5%	4 12.1%	5 20.0%	3 3.9% BC	13 22.0% A	11 22.4% A
6=	1 1.6%	6 8.5%	2 7.4%	3 10.7%	3 5.4%	0 0.0%	3 9.7%	1 6.3%	4 12.1%	0 0.0%	2 2.6%	4 6.8%	4 8.2%
7=Excellent	0 0.0%	3 4.2%	0 0.0%	1 3.6%	3 5.4%	0 0.0%	0 0.0%	0 0.0%	1 3.0%	0 0.0%	0 0.0% c	1 1.7%	3 6.1% a
Mean	2.5	3.3	3.4	3.9	3.3	2.8	3.1	2.9	3.4	3.1	2.5	3.5	3.7
SD	1.4 bcD	1.8 a	1.4 a	1.7 A	1.8	1.3	1.9	1.5	1.8	1.5	1.4 BC	1.6 A	1.9 A

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 6: Mobile Marketing

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Poorly	43 22.8%	2 20.0%	1 9.1%	0 0.0%	1 20.0%	1 25.0%	0 0.0%	6 33.3%	11 30.6%	1 100.0%	8 25.8%	4 21.1%	7 21.2%	1 11.1%
2=	24 12.7%	2 20.0%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	1 33.3%	2 11.1%	7 19.4%	0 0.0%	2 6.5%	0 0.0%	6 18.2%	0 0.0%
3=	21 11.1%	0 0.0%	3 27.3%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	2 11.1%	3 8.3%	0 0.0%	4 12.9%	2 10.5%	6 18.2%	0 0.0%
4=	45 23.8%	2 20.0%	3 27.3%	4 57.1%	1 20.0%	0 0.0%	1 33.3%	3 16.7%	9 25.0%	0 0.0%	9 29.0%	4 21.1%	8 24.2%	1 11.1%
5=	25 13.2%	2 20.0%	1 9.1%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	2 11.1%	4 11.1%	0 0.0%	3 9.7%	4 21.1%	3 9.1%	4 44.4%
6=	26 13.8%	1 10.0%	3 27.3%	2 28.6%	2 40.0%	0 0.0%	0 0.0%	3 16.7%	2 5.6%	0 0.0%	5 16.1%	4 21.1%	1 3.0%	3 33.3%
7=Excellent	5 2.6%	1 10.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	2 6.1%	0 0.0%
Mean	3.4	3.7	4.1	4.3	4.8	2.8	3.7	3.1	2.8	1.0	3.4	4.1	3.2	4.8
SD	1.8	2.1	1.6	1.4	2.4	1.7	1.5	1.9	1.6	0.0	1.8	1.9	1.7	1.6

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 6: Mobile Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Poorly	21 33.3% cd	16 22.5%	3 11.1% a	3 10.7% a	15 26.8%	6 24.0%	8 25.8%	2 13.3%	6 17.6%	5 20.0%	26 34.2% B	7 11.9% A	10 20.4%
2=	9 14.3%	8 11.3%	4 14.8%	3 10.7%	4 7.1%	3 12.0%	6 19.4%	3 20.0%	4 11.8%	3 12.0%	10 13.2%	9 15.3%	4 8.2%
3=	6 9.5%	12 16.9%	1 3.7%	2 7.1%	8 14.3%	2 8.0%	2 6.5%	1 6.7%	6 17.6%	2 8.0%	7 9.2%	10 16.9%	4 8.2%
4=	16 25.4%	15 21.1%	7 25.9%	7 25.0%	14 25.0%	11 44.0% cde	4 12.9% b	1 6.7% b	6 17.6% b	8 32.0%	19 25.0%	15 25.4%	9 18.4%
5=	8 12.7%	10 14.1%	5 18.5%	2 7.1%	6 10.7% D	3 12.0% d	2 6.5% D	7 46.7% AbCEf	4 11.8% D	3 12.0% d	10 13.2%	8 13.6%	6 12.2%
6=	3 4.8% cD	7 9.9% D	6 22.2% a	10 35.7% AB	8 14.3% b	0 0.0% aCe	8 25.8% B	1 6.7%	6 17.6% b	3 12.0%	4 5.3% C	8 13.6%	13 26.5% A
7=Excellent	0 0.0%	3 4.2%	1 3.7%	1 3.6%	1 1.8%	0 0.0%	1 3.2%	0 0.0%	2 5.9%	1 4.0%	0 0.0% c	2 3.4%	3 6.1% a
Mean	2.8	3.4	4.1	4.3	3.4	3.1	3.5	3.7	3.7	3.6	2.9	3.7	4.0
SD	1.6 CD	1.8 d	1.8 A	1.8 Ab	1.8	1.4	2.1	1.7	1.9	1.8	1.7 BC	1.7 A	2.0 A

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in: Sales

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Poorly	55 29.1%	2 20.0%	3 27.3%	0 0.0% egil	1 20.0%	3 75.0% cKm	1 33.3%	8 44.4% ck	11 30.6%	1 100.0% ck	8 25.8%	2 10.5% Egil	14 42.4% ck	1 11.1% e
2=	28 14.8%	2 20.0%	1 9.1%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	2 11.1%	7 19.4%	0 0.0%	7 22.6%	2 10.5%	5 15.2%	0 0.0%
3=	33 17.5%	2 20.0%	1 9.1%	2 28.6%	0 0.0%	0 0.0%	1 33.3%	4 22.2%	7 19.4%	0 0.0%	5 16.1%	4 21.1%	5 15.2%	2 22.2%
4=	40 21.2%	3 30.0%	4 36.4% g	2 28.6%	2 40.0%	0 0.0%	1 33.3%	1 5.6% b	7 19.4%	0 0.0%	7 22.6%	5 26.3%	5 15.2%	3 33.3%
5=	21 11.1%	0 0.0%	2 18.2%	1 14.3%	0 0.0%	1 25.0%	0 0.0%	2 11.1%	3 8.3%	0 0.0%	2 6.5%	5 26.3%	3 9.1%	1 11.1%
6=	10 5.3%	0 0.0%	0 0.0% d	1 14.3% 1	2 40.0% bHjkl	0 0.0%	0 0.0%	1 5.6%	1 2.8% Dm	0 0.0%	2 6.5% d	1 5.3% d	0 0.0% cDM	2 22.2% hL
7=Excellent	2 1.1%	1 10.0%	0 0.0%	0 0.0%	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 3.0%	0 0.0%
Mean	2.9	3.1	3.1	3.9	4.2	2.0	2.7	2.4	2.6	1.0	2.8	3.6	2.5	4.0
SD	1.6	1.8	1.6	1.3 hl	2.0 hl	2.0	1.5	1.7 km	1.5 cdkm	0.0	1.5 m	1.4 ghl	1.6 cdkm	1.6 ghjl

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in: Sales

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Poorly	25 39.7% C	22 31.0% c	2 7.4% Ab	6 21.4%	17 30.4%	6 25.0%	11 35.5%	4 25.0%	9 26.5%	6 24.0%	33 42.9% Bc	11 19.0% A	10 20.4% a
2=	9 14.3%	12 16.9%	5 18.5%	2 7.1%	9 16.1%	5 20.8%	4 12.9%	2 12.5%	4 11.8%	3 12.0%	15 19.5%	8 13.8%	4 8.2%
3=	13 20.6%	7 9.9%	6 22.2%	7 25.0%	7 12.5%	5 20.8%	5 16.1%	3 18.8%	6 17.6%	7 28.0%	10 13.0%	13 22.4%	7 14.3%
4=	11 17.5%	17 23.9%	6 22.2%	6 21.4%	12 21.4%	7 29.2%	5 16.1%	4 25.0%	6 17.6%	6 24.0%	12 15.6%	15 25.9%	13 26.5%
5=	4 6.3%	7 9.9%	5 18.5%	5 17.9%	8 14.3%	1 4.2%	3 9.7%	1 6.3%	5 14.7%	3 12.0%	5 6.5%	8 13.8%	8 16.3%
6=	1 1.6% c	5 7.0%	3 11.1% a	1 3.6%	3 5.4%	0 0.0%	2 6.5%	2 12.5%	3 8.8%	0 0.0%	2 2.6%	3 5.2%	5 10.2%
7=Excellent	0 0.0%	1 1.4%	0 0.0%	1 3.6%	0 0.0%	0 0.0%	1 3.2%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	2 4.1%
Mean	2.4	2.9	3.6	3.3	2.9	2.7	2.8	3.1	3.2	2.9	2.3	3.2	3.6
SD	1.4	1.7	1.5	1.7	1.6	1.3	1.8	1.7	1.8	1.4	1.5	1.5	1.8
	CD		A	A							BC	A	A

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in: Profits

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Wholesale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Poorly	56 30.3%	2 20.0%	4 36.4% k	1 14.3%	1 20.0%	3 75.0% Km	1 33.3%	8 47.1% K	11 30.6% k	1 100.0% K	9 29.0%	1 5.6% bEGhIL	13 41.9% K	1 11.1% e
2=	34 18.4%	3 30.0%	0 0.0%	2 28.6%	0 0.0%	0 0.0%	0 0.0%	2 11.8%	7 19.4%	0 0.0%	7 22.6%	4 22.2%	8 25.8%	0 0.0%
3=	31 16.8%	1 10.0%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	4 23.5%	7 19.4%	0 0.0%	4 12.9%	4 22.2%	7 22.6%	1 11.1%
4=	40 21.6%	3 30.0%	4 36.4% 1	2 28.6%	2 40.0% 1	1 25.0%	1 33.3%	2 11.8% m	7 19.4% m	0 0.0%	6 19.4% m	5 27.8% 1	2 6.5% bdkM	5 55.6% ghjL
5=	15 8.1%	0 0.0%	1 9.1%	1 14.3% 1	1 20.0% 1	0 0.0%	0 0.0%	0 0.0%	4 11.1%	0 0.0%	3 9.7%	3 16.7% 1	0 0.0% cdk	1 11.1%
6=	8 4.3%	1 10.0%	0 0.0%	1 14.3% hl	1 20.0% Hl	0 0.0%	0 0.0%	1 5.9%	0 0.0% cDm	0 0.0%	2 6.5%	1 5.6%	0 0.0% cd	1 11.1% h
7=Excellent	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%	0 0.0%	1 3.2%	0 0.0%
Mean	2.7	2.9	2.8	3.4	4.0	1.8	2.7	2.2	2.6	1.0	2.8	3.4	2.1	3.9
SD	1.5	1.6	1.5	1.8 1	1.9 gL	1.5 km	1.5	1.5 dkm	1.4 km	0.0	1.6	1.3 eghL	1.3 cdKM	1.4 eghL

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 6: Mobile Marketing

Rate how well mobile marketing activities have performed in: Profits

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Poorly	22 36.1% c	24 34.3%	4 14.8% a	6 22.2%	17 30.4%	4 18.2%	12 38.7%	5 31.3%	10 29.4%	6 26.1%	33 42.9% Bc	11 19.6% A	11 22.9% a
2=	14 23.0%	11 15.7%	7 25.9%	2 7.4%	12 21.4%	5 22.7%	4 12.9%	4 25.0%	5 14.7%	4 17.4%	16 20.8%	13 23.2%	5 10.4%
3=	13 21.3%	10 14.3%	2 7.4%	6 22.2%	7 12.5%	5 22.7%	5 16.1%	3 18.8%	4 11.8%	6 26.1%	10 13.0%	12 21.4%	6 12.5%
4=	8 13.1% d	16 22.9%	7 25.9%	9 33.3% a	14 25.0%	7 31.8%	4 12.9%	2 12.5%	7 20.6%	6 26.1%	12 15.6% c	13 23.2%	15 31.3% a
5=	4 6.6%	4 5.7%	5 18.5%	2 7.4%	4 7.1%	1 4.5%	3 9.7%	1 6.3%	5 14.7%	1 4.3%	4 5.2%	5 8.9%	6 12.5%
6=	0 0.0% cd	4 5.7%	2 7.4% a	2 7.4% a	2 3.6%	0 0.0%	3 9.7%	1 6.3%	2 5.9%	0 0.0%	2 2.6%	2 3.6%	4 8.3%
7=Excellent	0 0.0%	1 1.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	1 2.1%
Mean	2.3	2.7	3.3	3.2	2.7	2.8	2.7	2.6	3.1	2.7	2.3	2.9	3.3
SD	1.3 CD	1.6	1.6 A	1.5 A	1.5	1.2	1.8	1.5	1.8	1.3	1.4 bC	1.4 a	1.7 A

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 6: Mobile Marketing

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
1=Not At All	88 40.2%	4 36.4%	4 30.8%	5 62.5% Km	1 20.0%	4 80.0% Km	3 60.0% k	12 52.2% Km	19 46.3% K	2 100.0% Km	18 47.4% K	2 10.5% CEfGHIJ	13 34.2%	1 11.1% cegi
2=	48 21.9%	2 18.2%	2 15.4%	0 0.0% h	0 0.0%	0 0.0%	1 20.0%	3 13.0% h	16 39.0% cg	0 0.0%	8 21.1%	4 21.1%	10 26.3%	1 11.1%
3=	26 11.9%	1 9.1%	3 23.1% h	1 12.5%	1 20.0%	0 0.0%	1 20.0%	2 8.7%	1 2.4% bKl	0 0.0%	3 7.9%	5 26.3% H	8 21.1% h	0 0.0%
4=	30 13.7%	1 9.1%	2 15.4%	1 12.5%	1 20.0%	1 20.0%	0 0.0%	4 17.4%	2 4.9% K	0 0.0%	4 10.5% k	7 36.8% Hjl	5 13.2% k	2 22.2%
5=	21 9.6%	3 27.3% kl	2 15.4%	1 12.5%	1 20.0%	0 0.0%	0 0.0%	2 8.7% m	3 7.3% M	0 0.0%	3 7.9% M	0 0.0% aM	1 2.6% aM	4 44.4% gHJKL
6=	5 2.3%	0 0.0%	0 0.0%	0 0.0%	1 20.0% gHL	0 0.0%	0 0.0%	0 0.0%	0 0.0% d	0 0.0% Dm	2 5.3%	1 5.3%	0 0.0% Dm	1 11.1% hl
7=Very Highly	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%	0 0.0%	1 2.6%	0 0.0%
Mean	2.4	2.7	2.7	2.1	3.8	1.6	1.6	2.2	1.9	1.0	2.3	3.1	2.3	4.1
SD	1.5	1.7	1.5	1.6	1.9	1.3	0.9	1.5	1.2	0.0	1.6	1.2	1.4	1.6
			hm	m	fgHL	km	dkM	dkM	bDKM		kM	efgHjl	dkM	bceFGHJL

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 6: Mobile Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not At All	32 43.2%	40 46.5%	8 28.6%	8 25.8%	33 46.5%	14 45.2%	16 47.1%	5 29.4%	12 32.4%	6 24.0%	60 60.6%	13 21.0%
2=	25 33.8%	14 16.3%	2 7.1%	7 22.6%	12 16.9%	11 35.5%	6 17.6%	3 17.6%	9 24.3%	6 24.0%	19 19.2%	20 32.3%	9 17.0%
3=	7 9.5%	8 9.3%	6 21.4%	5 16.1%	9 12.7%	1 3.2%	3 8.8%	5 29.4%	4 10.8%	4 16.0%	6 6.1%	10 16.1%	8 15.1%
4=	6 8.1%	10 11.6%	7 25.0%	7 22.6%	10 14.1%	4 12.9%	4 11.8%	3 17.6%	3 8.1%	5 20.0%	11 11.1%	9 14.5%	8 15.1%
5=	4 5.4%	10 11.6%	4 14.3%	3 9.7%	5 7.0%	1 3.2%	4 11.8%	1 5.9%	7 18.9%	3 12.0%	2 2.0%	8 12.9%	11 20.8%
6=	0 0.0%	3 3.5%	1 3.6%	1 3.2%	2 2.8%	0 0.0%	1 2.9%	0 0.0%	1 2.7%	1 4.0%	1 1.0%	2 3.2%	2 3.8%
7=Very Highly	0 0.0%	1 1.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.7%	0 0.0%	0 0.0%	0 0.0%	1 1.9%
Mean	2.0	2.4	3.0	2.8	2.3	1.9	2.3	2.5	2.8	2.8	1.8	2.8	3.1
SD	1.2	1.7	1.6	1.5	1.5	1.2	1.6	1.3	1.8	1.5	1.2	1.4	1.7
	CD		A	A		ef			b	b	BC	A	A

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 7: Marketing Jobs

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

N=289 Number Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Number	289	18	23	13	6	9	6	29	48	3	52	22	48	9
Percent	100.0%	6.3%	8.0%	4.5%	2.1%	3.1%	2.1%	10.1%	16.8%	1.0%	18.2%	7.7%	16.8%	3.1%
Percent change	167	5	9	6	4	2	3	18	34	2	33	15	27	8
	5.1	5.4	3.9	3.3	2.5	-20.0	-10.0	2.2	5.9	1.5	7.7	4.9	9.0	1.0
	13.4	8.4	8.2	5.2	2.9	21.2	26.0	8.9	13.7	2.1	15.3	12.3	15.8	3.3
			e	e		bcGhijklm		E	e		e	e	e	e

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 7: Marketing Jobs

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

N=289 Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Number	92	118	37	42	96	38	46	20	46	38	128	84	68
Percent	31.8%	40.8%	12.8%	14.5%	33.8%	13.4%	16.2%	7.0%	16.2%	13.4%	45.7%	30.0%	24.3%
Percent change	59	62	18	28	58	24	28	12	25	15	83	46	34
	5.7	5.5	4.4	3.1	9.7	4.1	5.4	4.0	0.5	-2.5	2.7	6.7	9.4
	14.8	14.3	12.8	7.7	17.5	12.2	12.0	6.0	4.3	9.4	9.2	15.2	17.3
					ef		f	ef	ad	acd	C		A

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 7: Marketing Jobs

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent change in outsourcing expected in the next year	167 1.6 8.1	5 -1.0 2.2	9 3.6 7.0	6 -2.5 8.8	4 -2.5 11.9	2 2.5 3.5	3 -10.0 10.0	18 1.1 7.4	34 1.8 9.7	2 2.5 3.5	33 3.6 5.6	14 2.9 9.6	28 0.2 7.8	8 4.0 10.2
			f	j			bgJl	f			cF		f	

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 7: Marketing Jobs

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent change in outsourcing expected in the next year	60	62	18	27	56	26	28	12	25	15	82	46	35
	1.1	3.0	-0.6	1.1	2.2	1.5	0.5	2.8	1.9	0.0	1.0	1.2	3.7
	9.4	7.1	7.6	7.6	8.7	11.0	7.2	6.9	5.9	7.3	7.4	8.8	8.8

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 8: Marketing Organization

How many employees/marketing employees are in your company?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
How many employees does your firm have?	167 4935 15111	6 2089 3947	9 6859 13163	6 3529 4045	4 2288 1425	2 3520 4921	3 27013 46580	18 6437 18946	35 6596 19762	2 1950 1061	31 506 1011	14 2167 4102	27 5183 16100	8 11583 19914
			J	J	J	J	Jk				BCDEFk M	fj		J
How many marketing (non-sales) employees are in your firm?	165 88 344	6 14 13	8 114 172	6 32 58	4 6 5	2 72 52	3 36 55	18 69 174	35 142 541	2 24 8	30 9 15	14 16 15	27 171 479	8 213 521
		e	Jk		ei	adJK	j			d	BEfm	bE		j

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 8: Marketing Organization

How many employees/marketing employees are in your company?

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
How many employees does your firm have?	61 7248 20515 b	60 1128 3056 acD	19 5635 13615 b	27 7676 16822 B	56 107 399 bcDEF	26 546 1305 aDEF	28 929 936 ADEF	12 5089 5559 ABCF	26 5294 5511 ABCF	15 38501 35344 ABCDE	82 1694 5062 B	46 11875 24042 Ac	36 1589 3942 b
How many marketing (non-sales) employees are in your firm?	61 145 511	59 37 130	19 113 340	26 53 104	54 5 7 CDEF	26 39 142 F	28 14 10 AdeF	12 34 37 Acf	26 114 217 AcF	15 637 944 ABCdE	81 23 85 B	45 257 620 Ac	36 29 61 b

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 8: Marketing Organization

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Sales and marketing work together on an equal level	114 67.9%	3 50.0%	8 80.0%	6 100.0%	3 75.0%	1 100.0%	3 100.0%	6 35.3%	24 72.7%	0 0.0%	22 66.7%	6 40.0%	23 82.1%	8 100.0%
		m	g	gik				bchjLM	gik	chlm	g	chLm	GiK	aGik
We don't have a sales function	20 11.9%	1 16.7%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 29.4%	0 0.0%	1 50.0%	5 15.2%	5 33.3%	0 0.0%	0 0.0%
		hl	hl					HL	abGIjK	HL	hl	HL	abGIjK	
Sales is in charge of marketing	14 8.3%	1 16.7%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	3 17.6%	3 9.1%	1 50.0%	1 3.0%	1 6.7%	3 10.7%	0 0.0%
			i							bJ	I			
Sales is within the marketing function	14 8.3%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.8%	5 15.2%	0 0.0%	4 12.1%	0 0.0%	2 7.1%	0 0.0%
We have a sales function, but not a marketing function	6 3.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	1 3.0%	0 0.0%	1 3.0%	3 20.0%	0 0.0%	0 0.0%
												l	k	

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 8: Marketing Organization

Select the description that best captures the role of sales within 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
	Sales and marketing work together on an equal level	45 75.0%	40 64.5%	11 57.9%	18 66.7%	32 57.1% ef	20 76.9%	17 60.7%	9 75.0%	21 80.8% a	13 86.7% a	53 66.3%	37 80.4% c
We don't have a sales function	1 1.7% bCD	8 12.9% a	4 21.1% A	7 25.9% A	7 12.5%	1 3.8%	5 17.9%	3 25.0%	3 11.5%	0 0.0%	7 8.8%	3 6.5%	7 18.4%
Sales is in charge of marketing	6 10.0%	4 6.5%	2 10.5%	2 7.4%	6 10.7%	2 7.7%	2 7.1%	0 0.0%	2 7.7%	1 6.7%	10 12.5%	2 4.3%	2 5.3%
Sales is within the marketing function	6 10.0%	7 11.3%	1 5.3%	0 0.0%	7 12.5%	2 7.7%	3 10.7%	0 0.0%	0 0.0%	1 6.7%	6 7.5%	3 6.5%	5 13.2%
We have a sales function, but not a marketing function	2 3.3%	3 4.8%	1 5.3%	0 0.0%	4 7.1%	1 3.8%	1 3.6%	0 0.0%	0 0.0%	0 0.0%	4 5.0%	1 2.2%	1 2.6%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 8: Marketing Organization

Companies are generally organized by product/service groups or by customer groups.

Which organizational structure is most common in your company?

N=289	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Total	286 100.0%	18 6.3%	23 8.0%	13 4.5%	6 2.1%	9 3.1%	6 2.1%	29 10.1%	48 16.8%	3 1.0%	52 18.2%	22 7.7%	48 16.8%	9 3.1%
Product/service groups	113 68.1%	5 83.3%	5 55.6%	4 66.7%	1 25.0%	1 100.0%	2 66.7%	13 81.3%	23 67.6%	1 50.0%	19 59.4%	10 66.7%	23 82.1%	5 62.5%
Customer groups	53 31.9%	1 16.7%	4 44.4%	2 33.3%	3 75.0%	0 0.0%	1 33.3%	3 18.8%	11 32.4%	1 50.0%	13 40.6%	5 33.3%	5 17.9%	3 37.5%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 8: Marketing Organization

Companies are generally organized by product/service groups or by customer groups.

Which organizational structure is most common in your company?

N=289

	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	92 31.8%	118 40.8%	37 12.8%	42 14.5%	96 33.8%	38 13.4%	46 16.2%	20 7.0%	46 16.2%	38 13.4%	128 45.7%	84 30.0%
Product/service groups	45 73.8%	36 59.0%	14 73.7%	18 72.0%	35 63.6%	16 61.5%	19 70.4%	10 83.3%	18 69.2%	11 73.3%	55 68.8%	34 75.6%	22 57.9%
Customer groups	16 26.2%	25 41.0%	5 26.3%	7 28.0%	20 36.4%	10 38.5%	8 29.6%	2 16.7%	8 30.8%	4 26.7%	25 31.3%	11 24.4%	16 42.1%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Brand	147 87.5%	6 100.0%	8 80.0%	6 100.0%	1 25.0%	1 100.0%	3 100.0%	12 75.0%	31 91.2%	2 100.0%	30 90.9%	12 80.0%	25 89.3%	8 100.0%
Social media	141 83.9%	6 100.0%	9 90.0%	6 100.0%	4 100.0%	1 100.0%	2 66.7%	12 75.0%	27 79.4%	2 100.0%	27 81.8%	13 86.7%	23 82.1%	7 87.5%
Advertising	138 82.1%	5 83.3%	8 80.0%	6 100.0%	3 75.0%	1 100.0%	3 100.0%	10 62.5%	33 97.1%	2 100.0%	20 60.6%	13 86.7%	25 89.3%	7 87.5%
Marketing analytics	133 79.2%	5 83.3%	8 80.0%	6 100.0%	3 75.0%	1 100.0%	2 66.7%	11 68.8%	27 79.4%	2 100.0%	25 75.8%	11 73.3%	24 85.7%	7 87.5%
Promotion	128 76.2%	6 100.0%	9 90.0%	6 100.0%	2 50.0%	1 100.0%	2 66.7%	7 43.8%	26 76.5%	1 50.0%	23 69.7%	12 80.0%	24 85.7%	7 87.5%
Positioning	127 75.6%	4 66.7%	6 60.0%	5 83.3%	3 75.0%	1 100.0%	3 100.0%	10 62.5%	24 70.6%	1 50.0%	28 84.8%	12 80.0%	22 78.6%	6 75.0%
Marketing research	118 70.2%	3 50.0%	7 70.0%	5 83.3%	3 75.0%	1 100.0%	1 33.3%	10 62.5%	21 61.8%	2 100.0%	26 78.8%	11 73.3%	21 75.0%	5 62.5%
Public relations	109 64.9%	5 83.3%	5 50.0%	6 100.0%	2 50.0%	1 100.0%	1 33.3%	10 62.5%	24 70.6%	1 50.0%	17 51.5%	10 66.7%	20 71.4%	5 62.5%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Lead generation	105 62.5%	4 66.7%	6 60.0%	1 16.7% dhL	4 100.0% c	0 0.0%	1 33.3%	8 50.0% l	24 70.6% c	1 50.0%	19 57.6% l	7 46.7% l	23 82.1% Cgjk	6 75.0%
Competitive intelligence	95 56.5%	3 50.0%	5 50.0%	3 50.0%	3 75.0%	1 100.0%	1 33.3%	10 62.5%	20 58.8%	1 50.0%	19 57.6%	8 53.3%	16 57.1%	3 37.5%
Market entry strategies	78 46.4%	3 50.0%	4 40.0%	2 33.3%	1 25.0%	1 100.0%	1 33.3%	4 25.0% l	18 52.9%	1 50.0%	16 48.5%	9 60.0%	16 57.1% g	2 25.0%
Customer relationship management	63 37.5%	2 33.3%	5 50.0%	0 0.0% gjk	2 50.0%	0 0.0%	0 0.0% k	8 50.0% ch	7 20.6% gJK	0 0.0%	19 57.6% cHI	10 66.7% cfHI	7 25.0% jk	2 25.0%
New products	61 36.3%	1 16.7%	3 30.0%	3 50.0%	2 50.0%	0 0.0%	0 0.0%	5 31.3%	12 35.3%	0 0.0%	11 33.3%	8 53.3%	10 35.7%	5 62.5%
Pricing	54 32.1%	0 0.0% dk	4 40.0%	2 33.3%	3 75.0% ag	0 0.0%	1 33.3%	3 18.8% dk	10 29.4% k	0 0.0%	9 27.3% k	9 60.0% aghj	11 39.3%	2 25.0%
Market selection	50 29.8%	1 16.7%	2 20.0%	3 50.0% k	0 0.0%	0 0.0%	1 33.3%	6 37.5% k	13 38.2% k	0 0.0%	11 33.3%	1 6.7% cgh	9 32.1%	3 37.5%
Innovation	48 28.6%	1 16.7%	3 30.0%	3 50.0%	2 50.0%	0 0.0%	0 0.0%	6 37.5%	7 20.6%	1 50.0%	12 36.4%	6 40.0%	4 14.3%	3 37.5%

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Sales	42 25.0%	0 0.0% dk	2 20.0% d	0 0.0% dk	4 100.0% abcGHJL m	0 0.0%	1 33.3%	3 18.8% D	8 23.5% Dk	1 50.0%	9 27.3% D	8 53.3% achL	4 14.3% DK	1 12.5% d
Customer service	29 17.3%	0 0.0% de	2 20.0% l	1 16.7% l	3 75.0% aGHjL	1 100.0% aghL	0 0.0%	1 6.3% Dek	4 11.8% DeK	0 0.0%	7 21.2% dl	7 46.7% gHL	0 0.0% bcDEjKm	2 25.0% l
Distribution	16 9.5%	3 50.0% bGjklm	0 0.0% a	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% A	5 14.7%	0 0.0%	4 12.1% a	1 6.7% a	3 10.7% a	0 0.0% a
Stock market performance	3 1.8%	0 0.0%	0 0.0%	1 16.7% j	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0% c	0 0.0%	1 3.6%	0 0.0%
Mean	11.5	12.2	11.9	11.6	11.0	11.5	10.7	11.9	11.4	12.2	11.4	10.8	11.7	11.6
SD	5.9	5.9	5.8	5.8	6.3	5.9	6.1	5.8	5.9	6.0	5.9	6.0	5.9	6.0

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Brand	53 88.3%	53 85.5%	19 100.0%	22 81.5%	42 75.0% E	23 88.5%	26 92.9%	12 100.0%	26 100.0% A	14 93.3%	66 82.5% B	46 100.0% AC
Social media	49 81.7%	52 83.9%	18 94.7%	22 81.5%	43 76.8%	24 92.3%	24 85.7%	11 91.7%	23 88.5%	13 86.7%	63 78.8% b	43 93.5% a	31 81.6%
Advertising	56 93.3% B	42 67.7% Ac	18 94.7% b	22 81.5%	39 69.6% cef	23 88.5%	25 89.3% a	11 91.7%	24 92.3% a	15 100.0% a	63 78.8%	42 91.3%	31 81.6%
Marketing analytics	47 78.3%	49 79.0%	18 94.7% d	19 70.4% c	37 66.1% Ce	21 80.8%	26 92.9% A	11 91.7%	24 92.3% a	11 73.3%	61 76.3%	39 84.8%	30 78.9%
Promotion	47 78.3%	45 72.6% c	18 94.7% bd	18 66.7% c	36 64.3% f	20 76.9%	22 78.6%	11 91.7%	22 84.6%	14 93.3% a	59 73.8% b	41 89.1% ac	27 71.1% b
Positioning	44 73.3%	47 75.8%	16 84.2%	20 74.1%	39 69.6% d	19 73.1%	23 82.1%	12 100.0% a	20 76.9%	11 73.3%	58 72.5%	38 82.6%	28 73.7%
Marketing research	39 65.0%	46 74.2%	15 78.9%	18 66.7%	38 67.9%	16 61.5%	22 78.6%	11 91.7%	18 69.2%	9 60.0%	50 62.5% B	39 84.8% A	27 71.1%
Public relations	46 76.7% bd	35 56.5% a	15 78.9% d	13 48.1% ac	30 53.6% b	20 76.9% a	18 64.3%	10 83.3%	19 73.1%	8 53.3%	53 66.3%	34 73.9% c	20 52.6% b

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	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
	Lead generation	44 73.3% C	40 64.5% c	6 31.6% Ab	15 55.6%	43 76.8% Cde	19 73.1%	13 46.4% A	5 41.7% a	14 53.8% a	9 60.0%	57 71.3% b	24 52.2% a
Competitive intelligence	36 60.0%	35 56.5%	9 47.4%	15 55.6%	34 60.7%	16 61.5%	12 42.9%	8 66.7%	13 50.0%	10 66.7%	44 55.0%	30 65.2%	20 52.6%
Market entry strategies	31 51.7%	26 41.9%	10 52.6%	11 40.7%	26 46.4%	15 57.7%	15 53.6%	3 25.0%	11 42.3%	7 46.7%	35 43.8%	25 54.3%	17 44.7%
Customer relationship management	16 26.7%	26 41.9%	8 42.1%	13 48.1%	25 44.6%	9 34.6%	10 35.7%	4 33.3%	8 30.8%	4 26.7%	26 32.5%	18 39.1%	17 44.7%
New products	19 31.7%	21 33.9%	10 52.6%	11 40.7%	20 35.7%	8 30.8%	10 35.7%	5 41.7%	8 30.8%	9 60.0%	23 28.8% b	23 50.0% a	15 39.5%
Pricing	19 31.7%	15 24.2%	9 47.4%	11 40.7%	21 37.5% e	12 46.2% e	7 25.0%	4 33.3%	4 15.4% ab	4 26.7%	23 28.8%	18 39.1%	12 31.6%
Market selection	23 38.3%	16 25.8%	6 31.6%	5 18.5%	17 30.4%	10 38.5%	5 17.9%	2 16.7%	8 30.8%	6 40.0%	24 30.0%	14 30.4%	10 26.3%
Innovation	7 11.7% BCD	20 32.3% A	9 47.4% A	12 44.4% A	15 26.8%	8 30.8%	8 28.6%	4 33.3%	7 26.9%	6 40.0%	22 27.5%	15 32.6%	10 26.3%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	Sales	12 20.0% d	14 22.6%	5 26.3%	11 40.7% a	19 33.9%	6 23.1%	7 25.0%	1 8.3%	7 26.9%	2 13.3%	18 22.5% c	8 17.4% c
Customer service	4 6.7% CD	8 12.9% D	6 31.6% A	11 40.7% AB	10 17.9%	4 15.4%	6 21.4%	1 8.3%	5 19.2%	2 13.3%	7 8.8% bc	10 21.7% a	10 26.3% a
Distribution	9 15.0% d	5 8.1%	2 10.5%	0 0.0% a	5 8.9%	5 19.2%	3 10.7%	0 0.0%	1 3.8%	2 13.3%	6 7.5%	6 13.0%	4 10.5%
Stock market performance	1 1.7%	1 1.6%	1 5.3%	0 0.0%	1 1.8%	0 0.0%	0 0.0%	0 0.0%	2 7.7%	0 0.0%	1 1.3%	1 2.2%	1 2.6%
Mean	11.6	11.7	11.2	11.1	11.4	11.5	11.4	11.7	11.7	11.1	11.7	11.3	11.3
SD	5.9	5.9	5.9	5.9	5.9	5.9	6.0	5.9	5.9	5.9	5.9	5.9	6.0

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 9: Marketing Leadership

How many direct and indirect reports do you have?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
How many direct reports do you have?	166 6.6 11.2	6 4.8 4.5	9 3.8 3.0	6 2.5 2.4	4 26.0 32.8	2 5.5 0.7	3 4.0 2.6	17 9.0 15.1	34 4.4 3.2	2 7.5 2.1	31 3.8 3.6	14 6.1 4.9	28 10.9 18.8	8 5.5 4.3
				i	HJk				D	c	DI	d	j	
How many indirect reports (dotted-line) reports do you have?	153 13.9 23.7	4 9.5 10.0	8 18.8 35.5	5 3.6 1.5	4 39.3 30.9	1 104.0 ---	3 3.3 5.8	15 8.7 16.4	31 10.9 24.8	2 37.0 26.9	30 9.1 17.0	13 8.9 9.2	27 19.5 29.0	8 17.1 19.1
				di	cghJK			di	d	cgjK	Di	DI		

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 9: Marketing Leadership

How many direct and indirect reports do you have?

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
How many direct reports do you have?	61 7.2 13.2	60 5.1 4.8 d	19 4.7 4.4	26 10.1 18.0 b	55 3.5 3.4 BCDef	25 6.9 5.8 A	28 9.0 13.8 A	12 10.3 17.3 A	26 10.1 19.4 a	16 5.4 3.4 a	81 5.5 8.0	47 7.9 14.7 B	35 7.7 12.7 C
How many indirect reports (dotted-line) reports do you have?	56 14.3 27.2	55 9.6 12.0 D	18 8.1 10.6 d	24 27.0 35.5 Bc	51 4.3 7.1 BCDef	24 13.4 22.1 A	23 17.8 19.5 A	12 25.2 39.8 A	26 27.0 34.6 A	15 10.8 17.4 a	76 11.6 21.6	41 16.3 23.8	35 16.1 28.0

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 9: Marketing Leadership

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
In your current role?	172	6	10	6	4	2	3	18	35	2	33	15	28	8
	5.7	5.8	6.1	2.2	8.3	1.0	3.0	5.1	5.8	8.0	6.4	7.8	4.1	6.3
	4.8	5.7	5.2	1.7	6.2	1.4	1.0	3.6	4.3	2.8	6.0	5.6	4.2	4.7
				dik	c					c		cl	k	
In any role?	163	5	9	6	4	2	2	17	35	2	31	14	26	8
	9.6	12.2	10.2	8.0	14.5	11.0	8.5	8.5	12.5	10.5	7.7	11.6	5.9	13.0
	8.1	10.6	9.3	4.9	10.0	15.6	9.2	6.8	8.9	2.1	6.9	8.5	6.8	10.2
					l				jL		h	l	dHkm	l

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 9: Marketing Leadership

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
In your current role?	61	64	19	28	59	26	28	12	26	16	83	47	38
	5.2	5.9	4.8	6.5	6.1	5.9	6.2	5.2	4.3	4.8	5.2	5.8	6.6
	4.4	5.1	4.2	5.4	5.7	3.7	4.8	5.2	2.4	5.1	4.4	5.3	5.2
In any role?	58	62	18	25	55	25	27	12	23	16	76	46	37
	10.5	7.5	10.4	12.6	8.0	9.4	12.1	11.8	9.3	10.3	9.5	10.7	8.8
	8.9	6.4	8.1	9.1	7.5	7.1	8.7	9.2	7.9	9.6	8.3	8.6	7.4
	b	aD		B	c		a						

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 10: Marketing Analytics

What percent of your marketing budget...

Number Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation
		A	B	C	D	E	F	G	H	I	J	K	L	M
...do you currently spend on marketing analytics?	212 6.7 7.3	10 5.3 6.9	11 9.6 8.8	9 8.0 7.6	5 5.8 4.1	6 4.5 3.9	5 9.0 6.5	23 5.9 6.5	38 4.6 6.1	2 2.0 0.0	38 6.6 7.2	18 5.0 6.7	36 9.6 8.7	9 9.6 8.2
			h						bLm				H	h
...will you spend on marketing analytics in the next three years?	212 11.1 9.4	10 11.7 11.0	11 13.3 10.6	9 10.4 9.0	5 16.2 13.5	6 9.2 8.6	5 12.0 7.6	23 10.8 7.6	38 8.2 7.8	2 2.5 0.7	38 10.4 10.2	18 9.2 10.8	36 14.5 9.5	9 14.8 9.8
									Lm				H	h

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 10: Marketing Analytics

What percent of your marketing budget...

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
...do you currently spend on marketing analytics?	70 5.8 6.6	85 7.3 7.8	26 6.1 6.4	31 7.6 7.9	70 6.5 7.6	30 6.1 5.5	34 6.4 5.9	16 5.0 4.4	33 7.8 8.2	24 8.9 9.9	97 5.9 6.7	58 6.6 6.9	51 8.1 8.5
...will you spend on marketing analytics in the next three years?	70 9.8 8.3	85 11.9 9.9	26 10.0 8.3	31 13.0 11.0	70 10.7 9.2	30 9.6 7.1	34 12.1 9.6	16 12.3 9.3	33 10.7 9.3	24 13.8 12.8	97 10.0 8.5	58 10.6 9.1	51 13.9 11.0
											c		a

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking	Commun-	Consumer				Health-		Mining	Service	Retail	Tech	
		Finance	ications	Packaged	Consumer	Educa-	Energy	care	Manufact-	Construc-	Consult-	Whole-	Software	Trans-
	A	B	C	D	E	F	G	H	I	J	K	L	M	
1=Not At All	28 13.2%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 20.0%	5 22.7%	5 13.5%	0 0.0%	4 10.3%	4 21.1%	5 13.9%	0 0.0%
2=	33 15.6%	3 30.0%	3 27.3%	1 11.1%	0 0.0%	0 0.0%	1 20.0%	4 18.2%	10 27.0%	1 50.0%	6 15.4%	2 10.5%	1 2.8%	0 0.0%
3=	26 12.3%	1 10.0%	0 0.0%	1 11.1%	1 20.0%	0 0.0%	0 0.0%	4 18.2%	7 18.9%	0 0.0%	7 17.9%	1 5.3%	3 8.3%	1 11.1%
4=	36 17.0%	1 10.0%	2 18.2%	3 33.3%	1 20.0%	2 33.3%	2 40.0%	1 4.5%	6 16.2%	0 0.0%	4 10.3%	5 26.3%	7 19.4%	2 22.2%
5=	54 25.5%	2 20.0%	4 36.4%	2 22.2%	1 20.0%	0 0.0%	1 20.0%	3 13.6%	8 21.6%	1 50.0%	11 28.2%	4 21.1%	12 33.3%	5 55.6%
6=	24 11.3%	1 10.0%	2 18.2%	2 22.2%	2 40.0%	1 16.7%	0 0.0%	4 18.2%	1 2.7%	0 0.0%	4 10.3%	2 10.5%	4 11.1%	1 11.1%
7=Very Highly	11 5.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	3 7.7%	1 5.3%	4 11.1%	0 0.0%
Mean	3.8	3.1	4.2	4.3	4.8	4.8	3.2	3.4	3.1	3.5	3.9	3.7	4.3	4.7
SD	1.8	1.8	1.5	1.3	1.3	2.3	1.6	2.0	1.5	2.1	1.8	1.9	1.8	0.9
		m	h	h	h	h	m		bedejLM		h		H	afH

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=Not At All	13 18.8%	12 14.0%	1 3.7%	2 6.7%	13 18.6%	2 6.7%	3 8.6%	3 18.8%	3 8.8%	2 8.7%	20 20.6%	4 6.9%
2=	12 17.4%	14 16.3%	5 18.5%	2 6.7%	12 17.1%	6 20.0%	5 14.3%	3 18.8%	3 8.8%	4 17.4%	16 16.5%	12 20.7%	5 9.8%
3=	13 18.8%	9 10.5%	2 7.4%	2 6.7%	9 12.9%	4 13.3%	6 17.1%	1 6.3%	5 14.7%	1 4.3%	13 13.4%	8 13.8%	3 5.9%
4=	10 14.5%	14 16.3%	7 25.9%	5 16.7%	10 14.3%	8 26.7%	5 14.3%	3 18.8%	3 8.8%	6 26.1%	13 13.4%	13 22.4%	7 13.7%
5=	15 21.7%	21 24.4%	6 22.2%	12 40.0%	15 21.4%	7 23.3%	8 22.9%	4 25.0%	14 41.2%	5 21.7%	22 22.7%	16 27.6%	15 29.4%
6=	5 7.2%	10 11.6%	5 18.5%	4 13.3%	7 10.0%	2 6.7%	7 20.0%	1 6.3%	3 8.8%	4 17.4%	10 10.3%	3 5.2%	11 21.6%
7=Very Highly	1 1.4%	6 7.0%	1 3.7%	3 10.0%	4 5.7%	1 3.3%	1 2.9%	1 6.3%	3 8.8%	1 4.3%	3 3.1%	2 3.4%	6 11.8%
Mean	3.3	3.8	4.1	4.6	3.6	3.7	4.0	3.6	4.3	4.0	3.4	3.7	4.6
SD	1.7	1.8	1.6	1.6	1.9	1.5	1.7	1.9	1.7	1.7	1.8	1.5	1.8
	cD		a	A							C	C	AB

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 10: Marketing Analytics

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

Number Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Energy	Health- care Pharmac.	Manufact- uring	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent of projects	209	10	11	9	5	6	4	22	37	2	39	18	35	9
	35.3	17.5	43.8	46.4	40.6	59.3	26.3	27.2	24.8	10.0	42.6	37.6	40.5	31.1
	31.6	22.6	33.9	22.9	35.8	42.0	17.0	28.8	27.5	14.1	36.4	36.3	30.4	21.2
		cejl		ah		agh		e	cejl		ah		ah	

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Number													
Mean													
SD													
Percent of projects	67	86	26	30	70	30	34	16	32	22	97	57	50
	25.4	36.9	42.8	45.9	34.4	32.6	32.1	37.4	45.8	34.2	28.1	32.5	54.4
	25.1	34.1	32.5	31.9	33.0	30.8	29.5	33.3	31.4	32.3	29.8	28.4	32.1
	bCD	a	A	A							C	C	AB

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 10: Marketing Analytics

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

N=289	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
Total	289 100.0%	18 6.2%	23 8.0%	13 4.5%	6 2.1%	9 3.1%	6 2.1%	29 10.0%	48 16.6%	3 1.0%	52 18.0%	22 7.6%	48 16.6%	9 3.1%
Customer insight	134 46.4%	2 11.1%	7 30.4%	8 61.5%	5 83.3%	3 33.3%	1 16.7%	13 44.8%	24 50.0%	1 33.3%	23 44.2%	13 59.1%	26 54.2%	7 77.8%
		CDgHjKM	dm	A	Abf		dm	a	A		a	A	A	Abf
Customer acquisition	126 43.6%	6 33.3%	8 34.8%	5 38.5%	4 66.7%	5 55.6%	1 16.7%	9 31.0%	19 39.6%	1 33.3%	25 48.1%	12 54.5%	26 54.2%	5 55.6%
Customer retention	110 38.1%	3 16.7%	6 26.1%	4 30.8%	4 66.7%	5 55.6%	1 16.7%	10 34.5%	17 35.4%	1 33.3%	17 32.7%	12 54.5%	21 43.8%	8 88.9%
		deklM	M	m	a	a	m	M	M		M	a	am	ABcfGHJl
Digital marketing	106 36.7%	4 22.2%	4 17.4%	6 46.2%	2 33.3%	3 33.3%	2 33.3%	8 27.6%	14 29.2%	1 33.3%	21 40.4%	12 54.5%	24 50.0%	4 44.4%
		Kl	kl						kl			abh	abh	
Segmentation	92 31.8%	4 22.2%	4 17.4%	6 46.2%	0 0.0%	2 22.2%	2 33.3%	7 24.1%	14 29.2%	0 0.0%	16 30.8%	10 45.5%	20 41.7%	6 66.7%
		M	klm		km			m	m		m	bd	b	abdghj
Marketing mix	91 31.5%	1 5.6%	6 26.1%	5 38.5%	3 50.0%	3 33.3%	1 16.7%	8 27.6%	10 20.8%	1 33.3%	13 25.0%	11 50.0%	23 47.9%	5 55.6%
		cdKLM		a	a				kLm		kl	Ahj	AHj	Ah
Branding	89 30.8%	3 16.7%	4 17.4%	6 46.2%	5 83.3%	2 22.2%	2 33.3%	7 24.1%	14 29.2%	2 66.7%	17 32.7%	7 31.8%	12 25.0%	7 77.8%
		DM	DM		ABeGhjkL	dm		DM	dM		dm	dm	DM	ABeGHjkL
Social media	85 29.4%	0 0.0%	4 17.4%	5 38.5%	4 66.7%	2 22.2%	1 16.7%	8 27.6%	9 18.8%	1 33.3%	21 40.4%	11 50.0%	14 29.2%	4 44.4%
		CDegiJKIM	dk	A	Abh	a		a	djK	a	Ah	AbH	a	A

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking Finance Insur.	Commun- ications Media	Consumer Packaged Goods	Consumer Services	Educa- tion	Health- care Pharmac.	Manufac- turing	Mining Construc- tion	Service Consult- ing	Retail Whole- sale	Tech Software Biotech	Trans- portation	
		A	B	C	D	E	F	G	H	I	J	K	L	M
Promotion strategy	83 28.7%	3 16.7% K	4 17.4% K	4 30.8%	3 50.0%	2 22.2%	1 16.7%	7 24.1%	14 29.2% k	0 0.0%	11 21.2% K	13 59.1% ABghJ	18 37.5%	3 33.3%
Sales strategy	80 27.7%	4 22.2% d	3 13.0% D	3 23.1% d	5 83.3% aBcfGhiJk l	3 33.3%	1 16.7% d	7 24.1% D	16 33.3% d	0 0.0% d	13 25.0% D	6 27.3% d	16 33.3% d	3 33.3%
New product or service development	73 25.3%	2 11.1% m	5 21.7%	5 38.5%	1 16.7%	3 33.3%	2 33.3%	7 24.1%	12 25.0%	1 33.3%	9 17.3% m	7 31.8%	14 29.2%	5 55.6% aj
Customer service	69 23.9%	1 5.6% DKm	3 13.0% Dk	2 15.4% dk	5 83.3% ABcefGHi JL	2 22.2% d	1 16.7% d	6 20.7% Dk	10 20.8% Dk	0 0.0% d	12 23.1% Dk	11 50.0% Abcghjl	11 22.9% Dk	4 44.4% a
Product or service strategy	63 21.8%	2 11.1%	3 13.0%	4 30.8%	3 50.0% h	2 22.2%	2 33.3%	8 27.6%	6 12.5% d	1 33.3%	11 21.2%	7 31.8%	11 22.9%	3 33.3%
Pricing strategy	62 21.5%	1 5.6% cdkM	3 13.0% m	5 38.5% a	3 50.0% ah	2 22.2%	2 33.3%	6 20.7%	7 14.6% dkM	0 0.0%	12 23.1% m	8 36.4% ah	8 16.7% m	5 55.6% AbHjl
Multichannel marketing	60 20.8%	2 11.1%	4 17.4%	4 30.8%	1 16.7%	1 11.1%	0 0.0%	3 10.3%	9 18.8%	1 33.3%	12 23.1%	7 31.8%	14 29.2%	2 22.2%
Recommendation engine	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	8.4	8.1	8.0	8.4	8.9	7.8	8.6	8.6	8.5	6.6	8.2	8.6	8.5	8.1
SD	5.2	5.6	5.2	4.9	5.7	5.5	5.3	5.3	5.3	4.8	5.2	5.1	5.1	5.3

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 10: Marketing Analytics

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

N=289	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 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	92 31.8%	118 40.8%	37 12.8%	42 14.5%	96 33.2%	38 13.1%	46 15.9%	20 6.9%	46 15.9%	38 13.1%	128 44.3%	84 29.1%	68 23.5%
Customer insight	39 42.4% c	48 40.7% c	23 62.2% ab	24 57.1%	37 38.5% d	20 52.6%	24 52.2%	13 65.0% a	23 50.0%	15 39.5%	62 48.4%	39 46.4%	29 42.6%
Customer acquisition	40 43.5%	50 42.4%	16 43.2%	20 47.6%	43 44.8%	15 39.5%	21 45.7%	11 55.0%	18 39.1%	16 42.1%	54 42.2%	34 40.5%	35 51.5%
Customer retention	33 35.9%	40 33.9% d	15 40.5%	22 52.4% b	34 35.4%	12 31.6%	21 45.7%	11 55.0%	20 43.5%	12 31.6%	42 32.8% c	32 38.1%	34 50.0% a
Digital marketing	31 33.7%	40 33.9%	16 43.2%	19 45.2%	29 30.2% d	12 31.6% d	21 45.7%	12 60.0% abf	19 41.3%	12 31.6% d	33 25.8% bC	36 42.9% a	33 48.5% A
Segmentation	28 30.4%	33 28.0%	16 43.2%	15 35.7%	24 25.0% cd	10 26.3%	19 41.3% a	10 50.0% a	17 37.0%	12 31.6%	34 26.6%	31 36.9%	25 36.8%
Marketing mix	24 26.1% c	32 27.1% c	17 45.9% ab	18 42.9%	27 28.1%	12 31.6%	16 34.8%	10 50.0% f	17 37.0%	9 23.7% d	37 28.9%	28 33.3%	26 38.2%
Branding	22 23.9%	36 30.5%	14 37.8%	17 40.5%	19 19.8% BDE	16 42.1% A	15 32.6%	11 55.0% Af	19 41.3% A	8 21.1% d	34 26.6%	29 34.5%	24 35.3%
Social media	21 22.8% D	35 29.7%	10 27.0%	19 45.2% A	24 25.0%	11 28.9%	18 39.1% f	9 45.0% f	14 30.4%	7 18.4% cd	29 22.7%	28 33.3%	23 33.8%

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 10: Marketing Analytics

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

N=289	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
	Promotion strategy	29 31.5%	24 20.3%	16 43.2%	14 33.3%	19 19.8%	12 31.6%	12 26.1%	10 50.0%	17 37.0%	13 34.2%	34 26.6%	23 27.4%
Sales strategy	27 29.3%	35 29.7%	8 21.6%	10 23.8%	28 29.2%	11 28.9%	14 30.4%	8 40.0%	10 21.7%	7 18.4%	35 27.3%	22 26.2%	23 33.8%
New product or service development	18 19.6%	29 24.6%	12 32.4%	14 33.3%	16 16.7%	13 34.2%	12 26.1%	8 40.0%	14 30.4%	8 21.1%	33 25.8%	18 21.4%	21 30.9%
Customer service	17 18.5%	22 18.6%	12 32.4%	18 42.9%	16 16.7%	8 21.1%	15 32.6%	8 40.0%	13 28.3%	8 21.1%	24 18.8%	23 27.4%	19 27.9%
Product or service strategy	12 13.0%	26 22.0%	13 35.1%	12 28.6%	17 17.7%	9 23.7%	10 21.7%	7 35.0%	10 21.7%	9 23.7%	31 24.2%	15 17.9%	15 22.1%
Pricing strategy	13 14.1%	24 20.3%	15 40.5%	10 23.8%	22 22.9%	3 7.9%	11 23.9%	5 25.0%	8 17.4%	11 28.9%	22 17.2%	23 27.4%	16 23.5%
Multichannel marketing	16 17.4%	25 21.2%	8 21.6%	11 26.2%	16 16.7%	11 28.9%	12 26.1%	7 35.0%	9 19.6%	5 13.2%	26 20.3%	18 21.4%	15 22.1%
Recommendation engine	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	8.3	8.3	8.7	8.4	8.3	8.4	8.5	8.5	8.3	8.4	8.5	8.4	8.2
SD	5.3	5.3	5.1	5.3	5.3	5.2	5.3	5.2	5.2	5.2	5.3	5.2	5.2

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
We prove the impact quantitatively	61 36.7%	1 16.7%	4 40.0%	2 33.3%	2 50.0%	1 100.0%	1 33.3%	3 17.6%	4 12.5%	0 0.0%	14 42.4%	7 50.0%	16 57.1%	5 62.5%
We have a good qualitative sense of the impact, but not a quantitative impact	77 46.4%	5 83.3%	5 50.0%	3 50.0%	2 50.0%	0 0.0%	2 66.7%	9 52.9%	18 56.3%	2 100.0%	13 39.4%	5 35.7%	9 32.1%	3 37.5%
We haven't been able to show the impact yet	28 16.9%	0 0.0%	1 10.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	5 29.4%	10 31.3%	0 0.0%	6 18.2%	2 14.3%	3 10.7%	0 0.0%
Mean	1.8	1.8	1.7	1.8	1.5	1.0	1.7	2.1	2.2	2.0	1.8	1.6	1.5	1.4
SD	0.7	0.4	0.7	0.8	0.6	0.0	0.6	0.7	0.6	0.0	0.8	0.7	0.7	0.5

Significance tests between columns: Lower case: p<.05 Upper case: p<.01

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We prove the impact quantitatively	16 27.1% cD	20 32.3% d	10 52.6% a	15 57.7% Ab	18 32.1%	9 34.6%	12 42.9%	5 41.7%	13 52.0%	4 28.6%	24 29.6% C	15 34.1% c	21 56.8% Ab
We have a good qualitative sense of the impact, but not a quantitative impact	30 50.8%	30 48.4%	8 42.1%	9 34.6%	23 41.1%	15 57.7%	13 46.4%	4 33.3%	10 40.0%	9 64.3%	38 46.9%	24 54.5% c	12 32.4% b
We haven't been able to show the impact yet	13 22.0%	12 19.4%	1 5.3%	2 7.7%	15 26.8%	2 7.7%	3 10.7%	3 25.0%	2 8.0%	1 7.1%	19 23.5%	5 11.4%	4 10.8%
Mean	1.9	1.9	1.5	1.5	1.9	1.7	1.7	1.8	1.6	1.8	1.9	1.8	1.5
SD	0.7 cD	0.7 d	0.6 a	0.6 Ab	0.8 e	0.6	0.7	0.8	0.7 a	0.6	0.7 C	0.6	0.7 A

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking Finance Insur. A	Commun- ications Media B	Consumer Packaged Goods C	Consumer Services D	Educa- tion E	Energy F	Health- care Pharmac. G	Manufact- uring H	Mining Construc- tion I	Service Consult- ing J	Retail Whole- sale K	Tech Software Biotech L	Trans- portation M
We prove the impact quantitatively	51 30.7%	1 16.7%	3 33.3%	2 33.3%	2 50.0%	1 100.0%	1 33.3%	2 11.8%	7 20.6%	1 50.0%	12 36.4%	4 28.6%	11 40.7%	3 37.5%
We have a good qualitative sense of the impact, but not a quantitative impact	84 50.6%	4 66.7%	4 44.4%	2 33.3%	2 50.0%	0 0.0%	2 66.7%	11 64.7%	17 50.0%	1 50.0%	14 42.4%	7 50.0%	15 55.6%	4 50.0%
We haven't been able to show the impact yet	31 18.7%	1 16.7%	2 22.2%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	4 23.5%	10 29.4%	0 0.0%	7 21.2%	3 21.4%	1 3.7%	1 12.5%
Mean	1.9	2.0	1.9	2.0	1.5	1.0	1.7	2.1	2.1	1.5	1.8	1.9	1.6	1.8
SD	0.7	0.6	0.8	0.9	0.6	0.0	0.6	0.6	0.7	0.7	0.8	0.7	0.6	0.7
								L	L				GH	

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We prove the impact quantitatively	15 24.6%	20 32.8%	7 36.8%	9 36.0%	13 23.6%	8 32.0%	14 50.0%	3 25.0%	8 30.8%	5 33.3%	25 30.9%	10 22.2%	15 41.7%
					c		a						
We have a good qualitative sense of the impact, but not a quantitative impact	34 55.7%	30 49.2%	6 31.6%	14 56.0%	28 50.9%	13 52.0%	10 35.7%	7 58.3%	14 53.8%	8 53.3%	35 43.2%	30 66.7%	16 44.4%
											b	ac	b
We haven't been able to show the impact yet	12 19.7%	11 18.0%	6 31.6%	2 8.0%	14 25.5%	4 16.0%	4 14.3%	2 16.7%	4 15.4%	2 13.3%	21 25.9%	5 11.1%	5 13.9%
Mean	2.0	1.9	1.9	1.7	2.0	1.8	1.6	1.9	1.8	1.8	2.0	1.9	1.7
SD	0.7	0.7	0.8	0.6	0.7	0.7	0.7	0.7	0.7	0.7	0.8	0.6	0.7
					c		a						

Significance tests between columns: Lower case: $p < .05$ Upper case: $p < .01$