The **CMO** Survey

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

Results by Firm & Industry Characteristics

February 2017

Deloitte.

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
3=More	158 42.5%	18 50.0%	15 36.6% n	8 30.8% n	4 40.0%	6 66.7% g	4 57.1%	8 28.6% en	28 49.1%	1 33.3%	2 66.7%	20 36.4% n	10 35.7% n	25 45.5%	8 72.7% bcgkl
2=No Change	99 26.6%	12 33.3% e	11 26.8%	8 30.8%	2 20.0%	0 0.0% ag	1 14.3%	10 35.7% e	15 26.3%	1 33.3%	1 33.3%	14 25.5%	9 32.1%	11 20.0%	2 18.2%
1=Less	115 30.9%	6 16.7% k	15 36.6%	10 38.5%	4 40.0%	3 33.3%	2 28.6%	10 35.7%	14 24.6%	1 33.3%	0 0.0%	21 38.2% a	9 32.1%	19 34.5%	1 9.1%
Mean	2.12	2.33 cg	2.00 n	1.92 an	2.00	2.33	2.29	1.93 an	2.25	2.00	2.67	1.98 n	2.04 n	2.11	2.64 bcgkl

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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	60 45.5%	57 43.2%	22 41.5%	19 35.2%	62 44.6%	20 37.7%	22 40.7%	9 56.3%	30 46.9%	13 31.0%	61 43.0%	58 47.9%	35 36.5%
2=No Change	36 27.3%	35 26.5%	15 28.3%	13 24.1%	37 26.6%	11 20.8% f	16 29.6%	5 31.3%	12 18.8%	17 40.5% f be	42 29.6%	28 23.1%	26 27.1%
1=Less	36 27.3%	40 30.3%	16 30.2%	22 40.7%	40 28.8%	22 41.5% d	16 29.6%	2 12.5% b	22 34.4%	12 28.6%	39 27.5%	35 28.9%	35 36.5%
Mean	2.18	2.13	2.11	1.94	2.16	1.96	2.11	2.44	2.13	2.02	2.15	2.19	2.00

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. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Optimism rating	372	36	41	26	10	9	7	28	57	3	3	55	28	55	11
	63.17	65.59	62.71	56.64	63.40	64.44	69.29	60.88	64.23	51.74	73.00	61.58	61.25	64.62	69.09
	18.18	15.42	21.67	19.12	16.26	23.38	15.66	17.52	15.57	27.44	22.52	20.00	17.41	17.63	17.00
		c		a											

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Optimism rating	132	131	54	54	140	53	53	16	64	42	142	120	97
	65.35	64.88	57.64	59.48	65.01	62.33	62.65	66.26	60.00	62.35	64.50	63.42	60.90
	16.89	18.37	19.77	17.94	19.13	17.55	18.15	16.24	17.48	17.10	17.94	18.51	18.34
	Cd	c	Ab	a									

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

<u>Are you more or less optimistic about your own company compared to last quarter?</u>

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
3=More	227 61.2%	26 72.2% cg	24 58.5%	11 42.3% ahm	5 50.0%	5 55.6%	4 57.1%	12 41.4% ahm	40 70.2% cg	3 100.0%	2 66.7%	32 58.2%	16 57.1%	36 67.9% cg	8 72.7%
2=No Change	99 26.7%	8 22.2%	11 26.8%	10 38.5% h	4 40.0%	3 33.3%	1 14.3%	11 37.9% h	10 17.5% cg	0 0.0%	1 33.3%	17 30.9%	7 25.0%	13 24.5%	3 27.3%
1=Less	45 12.1%	2 5.6%	6 14.6%	5 19.2%	1 10.0%	1 11.1%	2 28.6%	6 20.7%	7 12.3%	0 0.0%	0 0.0%	6 10.9%	5 17.9%	4 7.5%	0 0.0%
Mean	2.49	2.67 cG	2.44	2.23 ahm	2.40	2.44	2.29	2.21 Ahmn	2.58 cg	3.00	2.67	2.47	2.39	2.60 cg	2.73 g

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

Are you more or less optimistic about 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	81 62.3% d	88 66.7% d	32 59.3%	25 46.3% ab	101 72.7% CeF	31 58.5%	28 51.9% A	10 66.7%	36 56.3% a	20 47.6% A	84 59.6%	80 66.7%	58 59.8%
2=No Change	32 24.6%	35 26.5%	14 25.9%	18 33.3%	28 20.1%	15 28.3%	17 31.5%	3 20.0%	21 32.8%	12 28.6%	39 27.7%	29 24.2%	26 26.8%
1=Less	17 13.1%	9 6.8% D	8 14.8%	11 20.4% B	10 7.2% cF	7 13.2%	9 16.7% a	2 13.3%	7 10.9%	10 23.8% A	18 12.8%	11 9.2%	13 13.4%
Mean	2.49	2.60 D	2.44	2.26 B	2.65 CeF	2.45	2.35 A	2.53	2.45 a	2.24 A	2.47	2.58	2.46

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Optimism rating	371	36	40	26	10	9	7	29	57	3	3	55	28	54	11
	73.91	76.16	73.70	71.73	77.00	75.00	68.59	71.30	73.12	90.00	70.00	73.36	68.40	77.19	77.09
	16.23	13.16	18.12	15.16	18.89	18.71	23.68	16.29	15.37	10.00	20.00	17.36	17.19	14.80	14.94
		l								l			aim	l	

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Optimism rating	131	131	54	54	140	53	54	15	63	42	142	120	97
	72.95	76.98	71.82	70.88	76.88	75.71	74.13	68.68	68.36	70.60	74.13	74.25	74.43
	16.39	15.51	16.42	16.79	16.50	15.76	16.01	16.04	14.49	16.54	16.97	15.92	15.46
	b	acd	b	b	Ef	e	e		Abc	a			

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
1=1st Priority	52	6	5	4	0	1	3	8	7	1	0	4	6	5	2
	15.7%	18.2%	15.2%	17.4%	0.0%	14.3%	50.0%	32.0%	13.7%	33.3%	0.0%	8.0%	22.2%	10.0%	18.2%
					f		dhKm	Km	f			FG		fg	
2=2nd Priority	29	3	3	3	1	0	0	1	4	1	1	1	4	5	2
	8.7%	9.1%	9.1%	13.0%	12.5%	0.0%	0.0%	4.0%	7.8%	33.3%	33.3%	2.0%	14.8%	10.0%	18.2%
										K	K	IJln	k		k
3=3rd Priority	66	7	4	6	1	1	1	2	12	0	1	8	9	10	3
	19.9%	21.2%	12.1%	26.1%	12.5%	14.3%	16.7%	8.0%	23.5%	0.0%	33.3%	16.0%	33.3%	20.0%	27.3%
								l					g		
Mean	2.10	2.06	1.92	2.15	2.50	2.00	1.50	1.45	2.22	1.50	2.50	2.31	2.16	2.25	2.14
								hklm	g			g	g	g	

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

Topic 1:   Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
1=1st Priority	19 16.0%	13 11.0% d	9 18.8%	11 23.9% b	17 13.6%	4 9.1%	6 11.8%	3 23.1%	14 23.7%	5 13.9%	18 14.4%	19 17.4%	12 14.0%
2=2nd Priority	14 11.8%	8 6.8%	5 10.4%	2 4.3%	6 4.8% ce	4 9.1%	7 13.7% a	0 0.0%	9 15.3% a	3 8.3%	11 8.8%	11 10.1%	6 7.0%
3=3rd Priority	25 21.0%	21 17.8%	12 25.0%	8 17.4%	19 15.2% f	8 18.2%	13 25.5%	2 15.4%	12 20.3%	11 30.6% a	24 19.2%	20 18.3%	19 22.1%
Mean	2.10	2.19	2.12	1.86	2.05	2.25	2.27	1.80	1.94	2.32	2.11	2.02	2.19

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

Topic 1: Marketplace Dynamics - Customers

<u>For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Superior product quality</u>

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
1=1st Priority	82	7	11	8	2	1	1	3	13	0	0	10	8	13	3
	24.7%	21.2%	33.3%	34.8%	25.0%	14.3%	16.7%	12.0%	25.5%	0.0%	0.0%	20.0%	29.6%	26.0%	27.3%
2=2nd Priority	80	9	4	6	2	4	3	4	17	0	0	8	7	14	2
	24.1%	27.3%	12.1% efh	26.1%	25.0%	57.1% bgk	50.0% b	16.0% e	33.3% bk	0.0%	0.0%	16.0% eh	25.9%	28.0%	18.2%
3=3rd Priority	69	4	7	4	2	1	1	5	10	1	2	15	3	13	1
	20.8%	12.1% j	21.2%	17.4%	25.0%	14.3%	16.7%	20.0%	19.6%	33.3%	66.7% al	30.0%	11.1% j	26.0%	9.1%
Mean	1.94	1.85	1.82	1.78	2.00	2.00	2.00	2.17	1.93	3.00	3.00	2.15	1.72	2.00	1.67

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
1=1st Priority	28 23.5% c	28 23.7% c	19 39.6% abD	6 13.0% C	34 27.2% f	14 31.8% f	13 25.5%	3 23.1%	14 23.7%	4 11.1% ab	28 22.4%	26 23.9%	26 30.2%
2=2nd Priority	35 29.4%	22 18.6%	12 25.0%	11 23.9%	29 23.2%	15 34.1%	9 17.6%	2 15.4%	14 23.7%	11 30.6%	29 23.2%	30 27.5%	17 19.8%
3=3rd Priority	28 23.5%	24 20.3%	7 14.6%	10 21.7%	31 24.8%	7 15.9%	8 15.7%	4 30.8%	12 20.3%	7 19.4%	33 26.4%	23 21.1%	13 15.1%
Mean	2.00 c	1.95	1.68 ad	2.15 c	1.97	1.81	1.83	2.11	1.95	2.14	2.06 c	1.96	1.77 a

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

Topic 1:   Marketplace Dynamics - Customers

<u>**For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Superior innovation**</u>

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
1=1st Priority	40	2	1	7	0	0	0	3	8	0	2	4	3	10	0
	12.0%	6.1%	3.0%	30.4%	0.0%	0.0%	0.0%	12.0%	15.7%	0.0%	66.7%	8.0%	11.1%	20.0%	0.0%
		cJ	CJm	aBkn	j	j		j	j		ABdeghKl n	cJ	j	b	cj
2=2nd Priority	38	1	6	6	1	0	0	5	6	0	0	5	1	6	1
	11.4%	3.0%	18.2%	26.1%	12.5%	0.0%	0.0%	20.0%	11.8%	0.0%	0.0%	10.0%	3.7%	12.0%	9.1%
		bcg	a	al				a					c		
3=3rd Priority	47	2	9	3	2	1	1	4	6	1	0	7	2	7	1
	14.2%	6.1%	27.3%	13.0%	25.0%	14.3%	16.7%	16.0%	11.8%	33.3%	0.0%	14.0%	7.4%	14.0%	9.1%
		b	a												
Mean	2.06	2.00	2.50	1.75	2.67	3.00	3.00	2.08	1.90	3.00	1.00	2.19	1.83	1.87	2.50
			Chm	B					b					b	

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

Topic 1:   Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
1=1st Priority	21 17.6% bd	9 7.6% a	8 16.7%	2 4.3% a	15 12.0%	7 15.9%	3 5.9%	1 7.7%	7 11.9%	7 19.4%	15 12.0%	14 12.8%	10 11.6%
2=2nd Priority	14 11.8%	15 12.7%	7 14.6%	2 4.3%	14 11.2%	6 13.6%	7 13.7%	2 15.4%	4 6.8%	4 11.1%	12 9.6%	18 16.5%	7 8.1%
3=3rd Priority	14 11.8%	20 16.9%	4 8.3%	9 19.6%	16 12.8%	4 9.1%	9 17.6%	3 23.1%	8 13.6%	7 19.4%	15 12.0%	11 10.1%	17 19.8%
Mean	1.86 bd	2.25 ac	1.79 bd	2.54 ac	2.02	1.82	2.32	2.33	2.05	2.00	2.00	1.93	2.21

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
1=1st Priority	79	6	7	1	5	0	1	6	20	0	1	13	4	10	5
	23.8%	18.2%	21.2%	4.3%	62.5%	0.0%	16.7%	24.0%	39.2%	0.0%	33.3%	26.0%	14.8%	20.0%	45.5%
		dh	d	DHkN	abCeklm	dh			aCelm			cd	dh	dh	C
2=2nd Priority	107	12	12	3	2	2	2	10	12	2	0	25	12	12	0
	32.2%	36.4%	36.4%	13.0%	25.0%	28.6%	33.3%	40.0%	23.5%	66.7%	0.0%	50.0%	44.4%	24.0%	0.0%
		n	n	giKl				cn	K	cn		CHMN	cn	K	abgiKl
3=3rd Priority	71	12	4	6	1	3	1	5	9	1	0	8	4	12	5
	21.4%	36.4%	12.1%	26.1%	12.5%	42.9%	16.7%	20.0%	17.6%	33.3%	0.0%	16.0%	14.8%	24.0%	45.5%
		bk	an						n			an			bhk
Mean	1.97	2.20	1.87	2.50	1.50	2.60	2.00	1.95	1.73	2.33	1.00	1.89	2.00	2.06	2.00
		dh	ce	bdHk	ace	bdhk			aCe			ce			

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

Topic 1:   Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
1=1st Priority	27	31	4	17	22	8	21	4	12	11	36	22	17
	22.7%	26.3%	8.3%	37.0%	17.6%	18.2%	41.2%	30.8%	20.3%	30.6%	28.8%	20.2%	19.8%
	c	c	abD	C	C	c	Abe		c				
2=2nd Priority	29	46	14	17	47	12	14	4	19	9	41	29	35
	24.4%	39.0%	29.2%	37.0%	37.6%	27.3%	27.5%	30.8%	32.2%	25.0%	32.8%	26.6%	40.7%
	b	a										c	b
3=3rd Priority	29	22	12	8	30	13	9	2	13	4	24	26	20
	24.4%	18.6%	25.0%	17.4%	24.0%	29.5%	17.6%	15.4%	22.0%	11.1%	19.2%	23.9%	23.3%
						f				b			
Mean	2.02	1.91	2.27	1.79	2.08	2.15	1.73	1.80	2.02	1.71	1.88	2.05	2.04
		c	bD	C	Cf	cf	Ab			ab			

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

Topic 1:   Marketplace Dynamics - Customers

<u>For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Trusting relationship</u>

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
1=1st Priority	79	12	9	3	1	5	1	5	3	2	0	19	6	12	1
	23.8%	36.4%	27.3%	13.0%	12.5%	71.4%	16.7%	20.0%	5.9%	66.7%	0.0%	38.0%	22.2%	24.0%	9.1%
		H	eH	Eik		e bCdgHlmn		e	ABEIKlm	cH		cH	eh	eh	e
2=2nd Priority	78	8	8	5	2	1	1	5	12	0	2	11	3	13	6
	23.5%	24.2%	24.2%	21.7%	25.0%	14.3%	16.7%	20.0%	23.5%	0.0%	66.7%	22.0%	11.1%	26.0%	54.5%
								n	n		l	n	jN		ghkL
3=3rd Priority	79	8	9	4	2	1	2	9	14	0	0	12	9	8	1
	23.8%	24.2%	27.3%	17.4%	25.0%	14.3%	33.3%	36.0%	27.5%	0.0%	0.0%	24.0%	33.3%	16.0%	9.1%
Mean	2.00	1.86	2.00	2.08	2.20	1.43	2.25	2.21	2.38	1.00	2.00	1.83	2.17	1.88	2.00
		h				gH		e	aEKM			H		H	

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

Topic 1:   Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
1=1st Priority	24 20.2%	37 31.4%	8 16.7%	10 21.7%	37 29.6%	11 25.0%	8 15.7%	2 15.4%	12 20.3%	9 25.0%	28 22.4%	28 25.7%	21 24.4%
2=2nd Priority	27 22.7%	27 22.9%	10 20.8%	14 30.4%	29 23.2%	7 15.9%	14 27.5%	5 38.5%	13 22.0%	9 25.0%	32 25.6%	21 19.3%	21 24.4%
3=3rd Priority	23 19.3%	31 26.3%	13 27.1%	11 23.9%	29 23.2%	12 27.3%	12 23.5%	2 15.4%	14 23.7%	7 19.4%	29 23.2%	29 26.6%	17 19.8%
Mean	1.99	1.94	2.16	2.03	1.92	2.03	2.12	2.00	2.05	1.92	2.01	2.01	1.93

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
+1=Increase	230	25	25	12	5	5	3	19	37	2	1	33	16	38	7
	67.4%	73.5%	73.5%	52.2%	62.5%	71.4%	42.9%	73.1%	69.8%	66.7%	33.3%	63.5%	59.3%	74.5%	63.6%
0=No Change	84	8	5	8	2	1	3	7	12	1	2	15	5	12	3
	24.6%	23.5%	14.7%	34.8%	25.0%	14.3%	42.9%	26.9%	22.6%	33.3%	66.7%	28.8%	18.5%	23.5%	27.3%
			j								b				
-1=Decrease	27	1	4	3	1	1	1	0	4	0	0	4	6	1	1
	7.9%	2.9%	11.8%	13.0%	12.5%	14.3%	14.3%	0.0%	7.5%	0.0%	0.0%	7.7%	22.2%	2.0%	9.1%
		l						l					agM	L	
Mean	0.60	0.71	0.62	0.39	0.50	0.57	0.29	0.73	0.62	0.67	0.33	0.56	0.37	0.73	0.55
				m			m						m	cfl	

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

Topic 1: Marketplace Dynamics - Customers

<u>Do you expect the following customer outcome to change in the next 12 months: Customer's purchase volume</u>

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<$25 million	$26-99 million	$100-499 million	$500-999 million	$1-9.9 billion	$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	89	87	28	25	93	29	32	10	38	25	89	74	59
	72.4%	71.9%	58.3%	52.1%	71.5%	61.7%	62.7%	76.9%	62.3%	71.4%	68.5%	65.5%	67.8%
	d	d		ab									
0=No Change	26	27	13	18	30	13	14	1	17	8	33	28	20
	21.1%	22.3%	27.1%	37.5%	23.1%	27.7%	27.5%	7.7%	27.9%	22.9%	25.4%	24.8%	23.0%
	d	d		ab									
-1=Decrease	8	7	7	5	7	5	5	2	6	2	8	11	8
	6.5%	5.8%	14.6%	10.4%	5.4%	10.6%	9.8%	15.4%	9.8%	5.7%	6.2%	9.7%	9.2%
Mean	0.66	0.66	0.44	0.42	0.66	0.51	0.53	0.62	0.52	0.66	0.62	0.56	0.59
	cd	cd	ab	ab									

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
+1=Increase	118 34.8%	12 36.4%	12 35.3%	8 34.8%	3 37.5%	1 14.3%	0 0.0% il	9 34.6%	19 35.8%	2 66.7% f	0 0.0%	17 32.7%	12 44.4% f	17 34.0%	5 45.5%
0=No Change	159 46.9%	19 57.6%	12 35.3% e	11 47.8%	5 62.5%	6 85.7% bhlmn	5 71.4%	13 50.0%	24 45.3% e	1 33.3%	2 66.7%	27 51.9%	10 37.0% e	20 40.0% e	3 27.3% e
-1=Decrease	62 18.3%	2 6.1% bm	10 29.4% a	4 17.4%	0 0.0%	0 0.0%	2 28.6%	4 15.4%	10 18.9%	0 0.0%	1 33.3%	8 15.4%	5 18.5%	13 26.0% a	3 27.3%
Mean	0.17	0.30 f	0.06	0.17	0.38 f	0.14	-0.29 adi	0.19	0.17	0.67 f	-0.33	0.17	0.26	0.08	0.18

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

Topic 1: Marketplace Dynamics - Customers

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

	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=Increase	40	41	22	14	42	19	20	3	16	17	44	35	35
	32.5%	34.2%	45.8%	29.8%	32.6%	40.4%	39.2%	23.1%	26.2%	50.0%	33.8%	31.5%	40.2%
										f			e
0=No Change	55	59	17	28	67	23	22	7	30	9	64	50	43
	44.7%	49.2%	35.4%	59.6%	51.9%	48.9%	43.1%	53.8%	49.2%	26.5%	49.2%	45.0%	49.4%
			d	c	F	f			f	Abe			
-1=Decrease	28	20	9	5	20	5	9	3	15	8	22	26	9
	22.8%	16.7%	18.8%	10.6%	15.5%	10.6%	17.6%	23.1%	24.6%	23.5%	16.9%	23.4%	10.3%
												c	b
Mean	0.10	0.18	0.27	0.19	0.17	0.30	0.22	0.00	0.02	0.26	0.17	0.08	0.30
						e			b			c	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 to change in the next 12 months: Customer will buy related products/services from my firm

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
+1=Increase	208 61.4%	19 57.6%	22 64.7%	9 39.1% HM	4 50.0%	3 42.9%	3 42.9%	14 53.8%	39 73.6% C	3 100.0%	2 66.7%	31 59.6%	15 55.6%	37 74.0% C	7 63.6%
0=No Change	122 36.0%	12 36.4%	11 32.4% c	14 60.9% bHM	4 50.0%	4 57.1%	4 57.1%	11 42.3%	13 24.5% C	0 0.0%	1 33.3%	19 36.5%	11 40.7%	12 24.0% C	4 36.4%
-1=Decrease	9 2.7%	2 6.1%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	1 1.9%	0 0.0%	0 0.0%	2 3.8%	1 3.7%	1 2.0%	0 0.0%
Mean	0.59	0.52	0.62	0.39 hm	0.50	0.43	0.43	0.50	0.72 c	1.00	0.67	0.56	0.52	0.72 c	0.64

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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=Increase	88	79	23	18	80	29	30	8	38	21	76	72	53
	71.5%	65.8%	47.9%	38.3%	61.5%	63.0%	58.8%	61.5%	62.3%	61.8%	58.5%	64.9%	60.9%
	CD	cD	Ab	AB									
0=No Change	34	37	24	26	48	15	17	5	23	13	49	37	32
	27.6%	30.8%	50.0%	55.3%	36.9%	32.6%	33.3%	38.5%	37.7%	38.2%	37.7%	33.3%	36.8%
	CD	cD	Ab	AB									
-1=Decrease	1	4	1	3	2	2	4	0	0	0	5	2	2
	0.8%	3.3%	2.1%	6.4%	1.5%	4.3%	7.8%	0.0%	0.0%	0.0%	3.8%	1.8%	2.3%
	d			a	c		ae		c				
Mean	0.71	0.63	0.46	0.32	0.60	0.59	0.51	0.62	0.62	0.62	0.55	0.63	0.59
	CD	D	A	AB									

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
+1=Increase	180	19	16	10	4	3	2	17	28	3	2	27	12	29	8
	52.8%	55.9%	47.1%	43.5%	50.0%	42.9%	28.6%	65.4%	52.8%	100.0%	66.7%	51.9%	44.4%	56.9%	72.7%
0=No Change	137	10	14	9	4	4	4	9	22	0	1	23	12	20	3
	40.2%	29.4%	41.2%	39.1%	50.0%	57.1%	57.1%	34.6%	41.5%	0.0%	33.3%	44.2%	44.4%	39.2%	27.3%
-1=Decrease	24	5	4	4	0	0	1	0	3	0	0	2	3	2	0
	7.0%	14.7%	11.8%	17.4%	0.0%	0.0%	14.3%	0.0%	5.7%	0.0%	0.0%	3.8%	11.1%	3.9%	0.0%
		g		gk				ac				c			
Mean	0.46	0.41	0.35	0.26	0.50	0.43	0.14	0.65	0.47	1.00	0.67	0.48	0.33	0.53	0.73
				g			gn	cf							f

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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=Increase	69	56	27	27	69	19	30	5	37	17	70	57	44
	56.1%	46.3%	56.3%	56.3%	53.1%	40.4%	58.8%	38.5%	60.7%	48.6%	53.8%	50.4%	50.6%
						e			b				
0=No Change	47	58	17	15	55	23	14	8	22	14	53	44	39
	38.2%	47.9%	35.4%	31.3%	42.3%	48.9%	27.5%	61.5%	36.1%	40.0%	40.8%	38.9%	44.8%
		d		b		c	bd	c					
-1=Decrease	7	7	4	6	6	5	7	0	2	4	7	12	4
	5.7%	5.8%	8.3%	12.5%	4.6%	10.6%	13.7%	0.0%	3.3%	11.4%	5.4%	10.6%	4.6%
					c		ae		c				
Mean	0.50	0.40	0.48	0.44	0.48	0.30	0.45	0.38	0.57	0.37	0.48	0.40	0.46
						e			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 to change in the next 12 months: The entry of new customers into this market

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
+1=Increase	168 49.3%	19 55.9%	20 58.8% fk	13 56.5%	4 50.0%	6 85.7% fk	1 14.3% beim	12 46.2%	25 47.2%	3 100.0% fk	1 33.3%	18 34.6% beim	12 44.4%	30 58.8% fk	4 36.4%
0=No Change	144 42.2%	11 32.4% k	9 26.5% K	9 39.1%	4 50.0%	1 14.3% k	4 57.1%	12 46.2%	24 45.3%	0 0.0%	2 66.7%	30 57.7% aBe	11 40.7%	20 39.2%	6 54.5%
-1=Decrease	29 8.5%	4 11.8%	5 14.7% m	1 4.3%	0 0.0%	0 0.0%	2 28.6% M	2 7.7%	4 7.5%	0 0.0%	0 0.0%	4 7.7%	4 14.8%	1 2.0% bFl	1 9.1%
Mean	0.41	0.44	0.44	0.52 f	0.50	0.86 Fkn	-0.14 cEhM	0.38	0.40 f	1.00	0.33	0.27 eM	0.30	0.57 FK	0.27 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 to change 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
+1=Increase	59	61	25	22	73	22	26	4	21	19	63	52	48
	48.0%	50.4%	52.1%	45.8%	56.2% E	46.8%	51.0%	30.8%	34.4% A	54.3%	48.5%	46.0%	55.2%
0=No Change	55	50	18	21	48	21	21	4	34	15	56	52	30
	44.7%	41.3%	37.5%	43.8%	36.9% e	44.7%	41.2%	30.8%	55.7% a	42.9%	43.1%	46.0%	34.5%
-1=Decrease	9	10	5	5	9	4	4	5	6	1	11	9	9
	7.3%	8.3%	10.4%	10.4%	6.9% D	8.5% D	7.8% D	38.5% ABCeF	9.8% d	2.9% D	8.5%	8.0%	10.3%
Mean	0.41	0.42	0.42	0.35	0.49 De	0.38 d	0.43 d	-0.08 AbcF	0.25 af	0.51 De	0.40	0.38	0.45

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
+1=Increase	250	24	20	16	5	6	4	18	44	3	3	37	19	40	10
	73.3%	70.6%	58.8%	69.6%	62.5%	85.7%	57.1%	69.2%	83.0%	100.0%	100.0%	71.2%	70.4%	78.4%	90.9%
			h						b						
0=No Change	70	8	9	5	2	1	1	5	8	0	0	13	7	9	1
	20.5%	23.5%	26.5%	21.7%	25.0%	14.3%	14.3%	19.2%	15.1%	0.0%	0.0%	25.0%	25.9%	17.6%	9.1%
-1=Decrease	21	2	5	2	1	0	2	3	1	0	0	2	1	2	0
	6.2%	5.9%	14.7%	8.7%	12.5%	0.0%	28.6%	11.5%	1.9%	0.0%	0.0%	3.8%	3.7%	3.9%	0.0%
			h				Hklm		bF			f	f	f	
Mean	0.67	0.65	0.44	0.61	0.50	0.86	0.29	0.58	0.81	1.00	1.00	0.67	0.67	0.75	0.91
			Hm						h		Bf				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 to change 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
+1=Increase	95 77.2%	89 73.6%	33 68.8%	32 66.7%	105 80.8% e	34 72.3%	35 68.6%	8 61.5%	40 65.6% a	25 71.4%	98 75.4%	84 74.3%	60 69.0%
0=No Change	24 19.5%	23 19.0%	13 27.1%	10 20.8%	20 15.4% e	10 21.3%	11 21.6%	2 15.4%	18 29.5% a	9 25.7%	24 18.5%	22 19.5%	22 25.3%
-1=Decrease	4 3.3% d	9 7.4%	2 4.2%	6 12.5% a	5 3.8% D	3 6.4%	5 9.8%	3 23.1% Aef	3 4.9% d	1 2.9% d	8 6.2%	7 6.2%	5 5.7%
Mean	0.74 d	0.66	0.65	0.54 a	0.77 d	0.66	0.59	0.38 a	0.61	0.69	0.69	0.68	0.63

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

Topic 1: Marketplace Dynamics - Channel Partners

<u>Does your firm use channel partners or go directly to market?</u>

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Total	384	36	44	26	12	9	7	30	57	3	4	56	28	59	13
	100.0%	9.4%	11.5%	6.8%	3.1%	2.3%	1.8%	7.8%	14.8%	0.8%	1.0%	14.6%	7.3%	15.4%	3.4%
Uses channel partners	215	16	22	21	8	5	4	15	44	0	2	20	14	34	7
	55.4%	44.4%	50.0%	80.8%	66.7%	55.6%	57.1%	50.0%	77.2%	0.0%	50.0%	35.7%	50.0%	57.6%	53.8%
		CH	cH	AbgIKlm				ch	ABgIKlm	CH		CHm	ch	chk	
Does not use channel partners	173	20	22	5	4	4	3	15	13	3	2	36	14	25	6
	44.6%	55.6%	50.0%	19.2%	33.3%	44.4%	42.9%	50.0%	22.8%	100.0%	50.0%	64.3%	50.0%	42.4%	46.2%
		CH	cH	AbgIKlm				ch	ABgIKlm	CH		CHm	ch	chk	

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

Topic 1: Marketplace Dynamics - Channel Partners

Does your firm use channel partners or go directly to 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
Total	137	135	57	57	144	55	57	16	67	44	149	123	100
	35.5%	35.0%	14.8%	14.8%	37.6%	14.4%	14.9%	4.2%	17.5%	11.5%	40.1%	33.1%	26.9%
Uses channel partners	99	54	36	24	61	30	32	10	47	34	69	80	57
	72.3%	40.0%	63.2%	42.1%	42.4%	54.5%	56.1%	62.5%	70.1%	77.3%	46.3%	65.0%	57.0%
	BD	AC	Bd	Ac	EF	f	f		A	Abc	B	A	
Does not use channel partners	38	81	21	33	83	25	25	6	20	10	80	43	43
	27.7%	60.0%	36.8%	57.9%	57.6%	45.5%	43.9%	37.5%	29.9%	22.7%	53.7%	35.0%	43.0%
	BD	AC	Bd	Ac	EF	f	f		A	Abc	B	A	

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's purchase volume

	Total	Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
														Industry Sector	
Total	212	16	22	21	8	5	4	15	44	0	2	20	14	34	7
	100.0%	7.5%	10.4%	9.9%	3.8%	2.4%	1.9%	7.1%	20.8%	0.0%	0.9%	9.4%	6.6%	16.0%	3.3%
+1=Increase	111	5	7	6	2	1	3	8	33	0	1	14	9	18	3
	67.3%	38.5%	58.3%	33.3%	66.7%	33.3%	75.0%	80.0%	82.5%	0.0%	100.0%	87.5%	69.2%	69.2%	60.0%
		Hk		gHKm		k		c	AC			aCe		c	
0=No Change	38	7	4	9	0	0	0	2	4	0	0	2	3	5	2
	23.0%	53.8%	33.3%	50.0%	0.0%	0.0%	0.0%	20.0%	10.0%	0.0%	0.0%	12.5%	23.1%	19.2%	40.0%
		Hkm		Hkm					AC			ac		ac	
-1=Decrease	16	1	1	3	1	2	1	0	3	0	0	0	1	3	0
	9.7%	7.7%	8.3%	16.7%	33.3%	66.7%	25.0%	0.0%	7.5%	0.0%	0.0%	0.0%	7.7%	11.5%	0.0%
		e	e		k	abgHKlm		e	E			dE	e	e	
Mean	0.58	0.31	0.50	0.17	0.33	-0.33	0.50	0.80	0.75	---	1.00	0.88	0.62	0.58	0.60
		ghK		gHK		gHK		ace	aCE			ACE			

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner'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
Total	99	54	36	24	61	30	32	10	47	34	69	80	57
	46.5%	25.4%	16.9%	11.3%	28.5%	14.0%	15.0%	4.7%	22.0%	15.9%	33.5%	38.8%	27.7%
+1=Increase	62	28	14	6	35	15	13	4	30	14	36	44	27
	72.9%	71.8%	51.9%	46.2%	74.5%	71.4%	50.0%	57.1%	75.0%	58.3%	73.5%	63.8%	62.8%
	c		a		c		ae		c				
0=No Change	15	10	9	4	10	3	9	1	6	9	10	17	11
	17.6%	25.6%	33.3%	30.8%	21.3%	14.3%	34.6%	14.3%	15.0%	37.5%	20.4%	24.6%	25.6%
									f	e			
-1=Decrease	8	1	4	3	2	3	4	2	4	1	3	8	5
	9.4%	2.6%	14.8%	23.1%	4.3%	14.3%	15.4%	28.6%	10.0%	4.2%	6.1%	11.6%	11.6%
		d		b	d			a					
Mean	0.64	0.69	0.37	0.23	0.70	0.57	0.35	0.29	0.65	0.54	0.67	0.52	0.51
	d	cd	b	ab	c		a						

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's price per unit

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Total	212	16	22	21	8	5	4	15	44	0	2	20	14	34	7
	100.0%	7.5%	10.4%	9.9%	3.8%	2.4%	1.9%	7.1%	20.8%	0.0%	0.9%	9.4%	6.6%	16.0%	3.3%
+1=Increase	52	2	8	10	2	0	0	1	17	0	0	5	2	4	1
	31.3%	15.4%	66.7%	55.6%	50.0%	0.0%	0.0%	10.0%	42.5%	0.0%	0.0%	31.3%	15.4%	15.4%	20.0%
		bc	afglM	aglM				b	m				bc	BCh	
0=No Change	85	10	3	7	2	1	3	5	17	0	0	10	7	15	4
	51.2%	76.9%	25.0%	38.9%	50.0%	33.3%	75.0%	50.0%	42.5%	0.0%	0.0%	62.5%	53.8%	57.7%	80.0%
		bch	a	a					a						
-1=Decrease	29	1	1	1	0	2	1	4	6	0	1	1	4	7	0
	17.5%	7.7%	8.3%	5.6%	0.0%	66.7%	25.0%	40.0%	15.0%	0.0%	100.0%	6.3%	30.8%	26.9%	0.0%
		ej	ej	egJ		abchk		ck	ej		abChk	egj			
Mean	0.14	0.08	0.58	0.50	0.50	-0.67	-0.25	-0.30	0.28	---	-1.00	0.25	-0.15	-0.12	0.20
		be	aefGlM	EfGLM	e	abCdhk	bc	BChk	egm			eg	bC	BCh	

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's price per unit

	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	99	54	36	24	61	30	32	10	47	34	69	80	57
	46.5%	25.4%	16.9%	11.3%	28.5%	14.0%	15.0%	4.7%	22.0%	15.9%	33.5%	38.8%	27.7%
+1=Increase	26	9	11	5	14	7	10	2	9	10	14	23	13
	30.6%	23.1%	40.7%	35.7%	29.8%	33.3%	38.5%	28.6%	22.0%	41.7%	28.6%	33.3%	29.5%
0=No Change	41	24	12	8	29	11	13	3	22	7	26	30	28
	48.2%	61.5%	44.4%	57.1%	61.7%	52.4%	50.0%	42.9%	53.7%	29.2%	53.1%	43.5%	63.6%
					f					a		c	b
-1=Decrease	18	6	4	1	4	3	3	2	10	7	9	16	3
	21.2%	15.4%	14.8%	7.1%	8.5%	14.3%	11.5%	28.6%	24.4%	29.2%	18.4%	23.2%	6.8%
					ef				a	a		c	b
Mean	0.09	0.08	0.26	0.29	0.21	0.19	0.27	0.00	-0.02	0.13	0.10	0.10	0.23

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner will buy related products/services from my firm

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Total	212	16	22	21	8	5	4	15	44	0	2	20	14	34	7
	100.0%	7.5%	10.4%	9.9%	3.8%	2.4%	1.9%	7.1%	20.8%	0.0%	0.9%	9.4%	6.6%	16.0%	3.3%
+1=Increase	82	5	6	6	1	1	1	4	27	0	0	9	4	15	3
	49.7%	38.5%	50.0%	33.3% h	25.0%	33.3%	25.0%	40.0%	69.2% cl	0.0%	0.0%	56.3%	30.8% h	57.7%	60.0%
0=No Change	77	7	4	12	3	2	3	6	12	0	1	6	9	9	2
	46.7%	53.8%	33.3%	66.7% hm	75.0%	66.7%	75.0%	60.0%	30.8% cl	0.0%	100.0%	37.5%	69.2% hm	34.6% cl	40.0%
-1=Decrease	6	1	2	0	0	0	0	0	0	0	0	1	0	2	0
	3.6%	7.7%	16.7% h	0.0%	0.0%	0.0%	0.0%	0.0%	0.0% b	0.0%	0.0%	6.3%	0.0%	7.7%	0.0%
Mean	0.46	0.31 h	0.33	0.33 h	0.25	0.33	0.25	0.40	0.69 acl	---	0.00	0.50	0.31 h	0.50	0.60

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner 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
Total	99	54	36	24	61	30	32	10	47	34	69	80	57
	46.5%	25.4%	16.9%	11.3%	28.5%	14.0%	15.0%	4.7%	22.0%	15.9%	33.5%	38.8%	27.7%
+1=Increase	49	22	10	1	25	11	11	3	22	10	23	38	17
	58.3%	56.4%	37.0%	7.1%	53.2%	52.4%	44.0%	42.9%	53.7%	41.7%	46.9%	55.1%	39.5%
	D	D	d	ABc									
0=No Change	32	16	17	11	21	9	14	3	18	12	24	29	24
	38.1%	41.0%	63.0%	78.6%	44.7%	42.9%	56.0%	42.9%	43.9%	50.0%	49.0%	42.0%	55.8%
	cD	d	a	Ab									
-1=Decrease	3	1	0	2	1	1	0	1	1	2	2	2	2
	3.6%	2.6%	0.0%	14.3%	2.1%	4.8%	0.0%	14.3%	2.4%	8.3%	4.1%	2.9%	4.7%
Mean	0.55	0.54	0.37	-0.07	0.51	0.48	0.44	0.29	0.51	0.33	0.43	0.52	0.35
	D	D	D	ABC									

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: My firm will sell directly to end customers, not through channel partners

	Total	Industry Sector													
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construction I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transportation N
Total	212 100.0%	16 7.5%	22 10.4%	21 9.9%	8 3.8%	5 2.4%	4 1.9%	15 7.1%	44 20.8%	0 0.0%	2 0.9%	20 9.4%	14 6.6%	34 16.0%	7 3.3%
+1=Increase	54 32.9%	3 23.1% d	5 41.7%	6 33.3% d	4 100.0% aceghKlm	0 0.0% d	1 25.0%	3 30.0% d	15 37.5% d	0 0.0%	0 0.0%	3 20.0% D	3 25.0% d	9 34.6% d	2 40.0%
0=No Change	92 56.1%	8 61.5% d	5 41.7%	11 61.1% d	0 0.0% acehkl	3 100.0% d	3 75.0%	5 50.0%	22 55.0% d	0 0.0%	0 0.0%	10 66.7% d	8 66.7% d	13 50.0%	3 60.0%
-1=Decrease	18 11.0%	2 15.4%	2 16.7%	1 5.6% J	0 0.0%	0 0.0%	0 0.0%	2 20.0%	3 7.5% J	0 0.0%	1 100.0% CHklm	2 13.3% j	1 8.3% j	4 15.4% j	0 0.0%
Mean	0.22	0.08	0.25	0.28	1.00	0.00	0.25	0.10	0.30	---	-1.00	0.07	0.17	0.19	0.40

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: My firm will sell directly to end customers, not through channel partners

	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	99	54	36	24	61	30	32	10	47	34	69	80	57
	46.5%	25.4%	16.9%	11.3%	28.5%	14.0%	15.0%	4.7%	22.0%	15.9%	33.5%	38.8%	27.7%
+1=Increase	27	10	11	6	14	6	11	2	12	9	12	21	18
	32.1%	26.3%	40.7%	42.9%	30.4%	30.0%	42.3%	28.6%	29.3%	37.5%	24.5%	31.3%	40.9%
0=No Change	48	24	13	6	27	11	15	4	24	11	32	37	22
	57.1%	63.2%	48.1%	42.9%	58.7%	55.0%	57.7%	57.1%	58.5%	45.8%	65.3%	55.2%	50.0%
-1=Decrease	9	4	3	2	5	3	0	1	5	4	5	9	4
	10.7%	10.5%	11.1%	14.3%	10.9%	15.0%	0.0%	14.3%	12.2%	16.7%	10.2%	13.4%	9.1%
						c	bf			c			
Mean	0.21	0.16	0.30	0.29	0.20	0.15	0.42	0.14	0.17	0.21	0.14	0.18	0.32

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's level of power in our relationship

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Total	212	16	22	21	8	5	4	15	44	0	2	20	14	34	7
	100.0%	7.5%	10.4%	9.9%	3.8%	2.4%	1.9%	7.1%	20.8%	0.0%	0.9%	9.4%	6.6%	16.0%	3.3%
+1=Increase	42	3	1	8	2	1	2	1	12	0	1	4	0	6	1
	25.6%	23.1%	8.3%	44.4%	50.0%	33.3%	50.0%	10.0%	30.8%	0.0%	100.0%	25.0%	0.0%	24.0%	20.0%
			cj	bL	l	l	l		l		bL		CdefhJ		
0=No Change	93	7	6	7	1	1	2	8	20	0	0	11	11	14	4
	56.7%	53.8%	50.0%	38.9%	25.0%	33.3%	50.0%	80.0%	51.3%	0.0%	0.0%	68.8%	84.6%	56.0%	80.0%
				gl	l			c	l				cdh		
-1=Decrease	29	3	5	3	1	1	0	1	7	0	0	1	2	5	0
	17.7%	23.1%	41.7%	16.7%	25.0%	33.3%	0.0%	10.0%	17.9%	0.0%	0.0%	6.3%	15.4%	20.0%	0.0%
			k									b			
Mean	0.08	0.00	-0.33	0.28	0.25	0.00	0.50	0.00	0.13	---	1.00	0.19	-0.15	0.04	0.20
			cfhk	b			bl		b			b	f		

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

Topic 1: Marketplace Dynamics - Channel Partners

Expected one year channel partner outcome for: Partner's level of power in our relationship

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	99	54	36	24	61	30	32	10	47	34	69	80	57
	46.5%	25.4%	16.9%	11.3%	28.5%	14.0%	15.0%	4.7%	22.0%	15.9%	33.5%	38.8%	27.7%
+1=Increase	21	8	9	4	6	6	8	3	8	11	12	19	9
	25.0%	21.1%	33.3%	28.6%	13.0%	28.6%	30.8%	42.9%	19.5%	47.8%	25.0%	27.9%	20.5%
					F				f	Ae			
0=No Change	48	26	13	5	35	12	14	3	21	8	31	35	25
	57.1%	68.4%	48.1%	35.7%	76.1%	57.1%	53.8%	42.9%	51.2%	34.8%	64.6%	51.5%	56.8%
		d		b	eF				a	A			
-1=Decrease	15	4	5	5	5	3	4	1	12	4	5	14	10
	17.9%	10.5%	18.5%	35.7%	10.9%	14.3%	15.4%	14.3%	29.3%	17.4%	10.4%	20.6%	22.7%
		d		b	e				a				
Mean	0.07	0.11	0.15	-0.07	0.02	0.14	0.15	0.29	-0.10	0.30	0.15	0.07	-0.02
									f	e			

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	Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Existing products or services in existing markets	183 51.08 26.24	13 63.85 28.44 hm	22 55.32 24.14 h	15 55.87 19.54 h	5 50.00 33.91	4 43.75 32.50	1 10.00 ---	15 58.33 27.56 h	28 40.54 24.85 abcgK	2 47.50 38.89	1 0.00 ---	29 60.45 24.07 Hm	17 45.88 29.70	23 45.65 22.02 ak	6 47.50 29.28
New products or services in existing markets	183 24.22 20.04	13 9.23 10.17 bCgHklMn	22 22.00 17.28 a	15 25.13 15.75 A	5 16.60 14.42	4 27.50 32.27	1 50.00 ---	15 18.00 11.62 ah	28 32.68 21.36 Agk	2 20.00 21.21	1 100.00 ---	29 21.14 18.45 ah	17 26.76 25.86 a	23 25.00 18.89 A	6 28.33 19.15 a
Existing products or services in new markets	183 14.99 13.13	13 18.85 17.70	22 15.05 15.54	15 11.00 7.61	5 11.00 11.40	4 17.50 15.00	1 30.00 ---	15 15.67 13.07	28 14.46 9.66	2 12.50 3.54	1 0.00 ---	29 13.72 13.43	17 15.59 13.68	23 16.09 14.69	6 15.00 10.00
New products or services in new markets	183 9.70 13.31	13 8.08 13.47	22 7.64 7.36	15 8.00 7.27	5 22.40 33.15 k	4 11.25 10.31	1 10.00 ---	15 8.00 10.49	28 12.32 11.42 K	2 20.00 21.21 k	1 0.00 ---	29 4.69 7.41 dHil	17 11.76 12.37	23 13.26 22.29 k	6 9.17 9.17

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 A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Existing products or services in existing markets	65	62	31	25	66	24	32	7	36	16	65	66	48
	41.38	55.73	51.71	64.00	56.36	52.92	45.63	40.00	50.64	44.38	51.66	49.24	53.54
	25.09	25.02	24.49	26.81	28.86	21.16	22.02	24.66	26.58	28.63	27.96	26.17	24.71
	BD	A		A									
New products or services in existing markets	65	62	31	25	66	24	32	7	36	16	65	66	48
	28.38	20.76	27.48	17.92	18.74	20.33	28.44	32.86	28.39	30.63	27.17	24.82	18.29
	21.49	17.39	22.99	15.88	20.48	12.55	19.11	17.29	21.22	23.94	23.31	19.13	15.08
	bd	a		a	cef	d	a	b	a	a	c		a
Existing products or services in new markets	65	62	31	25	66	24	32	7	36	16	65	66	48
	16.62	16.11	12.10	11.60	15.74	19.17	15.78	16.43	10.83	13.13	13.35	15.39	17.08
	13.64	14.64	9.20	11.34	14.52	16.26	11.92	9.00	10.18	10.31	12.58	13.06	14.21
						e			b				
New products or services in new markets	65	62	31	25	66	24	32	7	36	16	65	66	48
	13.62	7.40	8.71	6.48	9.15	7.58	10.16	10.71	10.14	11.88	7.82	10.55	11.08
	16.45	12.46	8.16	8.79	16.79	11.06	10.81	7.32	10.59	13.65	9.65	13.47	17.23
	bd	a		a									

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)?

| | Total | Industry Sector | | | | | | | | | | | | | |
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Total	78 100.0%	3 3.8%	8 10.3%	12 15.4%	0 0.0%	0 0.0%	0 0.0%	3 3.8%	17 21.8%	2 2.6%	0 0.0%	12 15.4%	4 5.1%	13 16.7%	4 5.1%
Western Europe	25 32.9%	3 100.0% Chl	4 50.0%	1 9.1% Am	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 17.6% am	1 50.0%	0 0.0%	4 33.3%	0 0.0%	7 53.8% a ch	2 50.0%
Canada	11 14.5%	0 0.0%	2 25.0%	4 36.4% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 17.6%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	0 0.0% c	1 25.0%
China	10 13.2%	0 0.0%	2 25.0%	0 0.0% i	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	1 50.0% c	0 0.0%	2 16.7%	1 25.0%	3 23.1%	0 0.0%
Mexico	5 6.6%	0 0.0%	0 0.0%	3 27.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%
Northern Europe	5 6.6%	0 0.0%	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 16.7%	0 0.0%	2 15.4%	0 0.0%
Japan	4 5.3%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 50.0% H	0 0.0% G	0 0.0%	0 0.0%	1 8.3%	0 0.0%	1 7.7%	0 0.0%
Middle East	4 5.3%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 25.0%
Brazil	4 5.3%	0 0.0%	0 0.0%	0 0.0% g	0 0.0%	0 0.0%	0 0.0%	1 50.0% ckm	3 17.6%	0 0.0%	0 0.0%	0 0.0% g	0 0.0%	0 0.0% g	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)?

	Total	Industry Sector													
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construction I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transportation N
Australia/New Zealand	3	0	0	0	0	0	0	0	1	0	0	1	1	0	0
	3.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	8.3%	25.0%	0.0%	0.0%
Korea	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Central America	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
India	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Indonesia and Southeast Asia	1	0	0	0	0	0	0	0	1	0	0	0	0	0	0
	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Eastern Europe	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0
	1.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	8.3%	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)?

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	78	34	27	12	5	16	10	19	4	19	9	21	33	20
	100.0%	43.6%	34.6%	15.4%	6.4%	20.8%	13.0%	24.7%	5.2%	24.7%	11.7%	28.4%	44.6%	27.0%
Western Europe	25	11	11	1	2	5	1	5	3	7	4	8	8	7
	32.9%	33.3%	42.3% c	8.3% b	40.0%	31.3%	10.0% d	27.8%	75.0% b	36.8%	50.0%	40.0%	24.2%	36.8%
Canada	11	5	3	2	1	2	3	3	0	1	1	1	7	2
	14.5%	15.2%	11.5%	16.7%	20.0%	12.5%	30.0%	16.7%	0.0%	5.3%	12.5%	5.0%	21.2%	10.5%
China	10	1	6	2	1	2	2	3	0	2	1	0	5	5
	13.2%	3.0% b	23.1% a	16.7%	20.0%	12.5%	20.0%	16.7%	0.0%	10.5%	12.5%	0.0% c	15.2%	26.3% a
Mexico	5	2	0	3	0	0	0	2	0	3	0	1	3	1
	6.6%	6.1%	0.0% c	25.0% b	0.0%	0.0%	0.0%	11.1%	0.0%	15.8%	0.0%	5.0%	9.1%	5.3%
Northern Europe	5	1	2	1	1	1	2	2	0	0	0	3	1	1
	6.6%	3.0%	7.7%	8.3%	20.0%	6.3%	20.0%	11.1%	0.0%	0.0%	0.0%	15.0%	3.0%	5.3%
Japan	4	2	1	1	0	2	0	0	0	2	0	2	2	0
	5.3%	6.1%	3.8%	8.3%	0.0%	12.5%	0.0%	0.0%	0.0%	10.5%	0.0%	10.0%	6.1%	0.0%
Middle East	4	2	0	2	0	1	0	1	1	1	0	1	2	1
	5.3%	6.1%	0.0% c	16.7% b	0.0%	6.3%	0.0%	5.6%	25.0%	5.3%	0.0%	5.0%	6.1%	5.3%
Brazil	4	3	1	0	0	0	0	1	0	1	2	1	2	0
	5.3%	9.1%	3.8%	0.0%	0.0%	0.0% f	0.0%	5.6%	0.0%	5.3%	25.0% a	5.0%	6.1%	0.0%

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

Topic 2: Firm Growth Strategies

<u>Which international market is currently your largest (in terms of sales)?</u>

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Australia/New Zealand	3 / 3.9%	2 / 6.1%	1 / 3.8%	0 / 0.0%	0 / 0.0%	1 / 6.3%	1 / 10.0%	0 / 0.0%	0 / 0.0%	1 / 5.3%	0 / 0.0%	2 / 10.0%	1 / 3.0%	0 / 0.0%
Korea	1 / 1.3%	1 / 3.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 10.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 5.3%
Central America	1 / 1.3%	1 / 3.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 5.6%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 3.0%	0 / 0.0%
India	1 / 1.3%	1 / 3.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 5.3%	0 / 0.0%	0 / 0.0%	1 / 3.0%	0 / 0.0%
Indonesia and Southeast Asia	1 / 1.3%	1 / 3.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 6.3%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 5.0%	0 / 0.0%	0 / 0.0%
Eastern Europe	1 / 1.3%	0 / 0.0%	1 / 3.8%	0 / 0.0%	0 / 0.0%	1 / 6.3%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 5.3%

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

Topic 2: Firm Growth Strategies

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

	Total	Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Total	114	4	16	14	0	2	0	4	24	2	0	18	5	20	5
	100.0%	3.5%	14.0%	12.3%	0.0%	1.8%	0.0%	3.5%	21.1%	1.8%	0.0%	15.8%	4.4%	17.5%	4.4%
China	17	3	4	4	0	0	0	0	3	1	0	0	0	1	0
	16.3%	100.0%	26.7%	30.8%	0.0%	0.0%	0.0%	0.0%	14.3%	50.0%	0.0%	0.0%	0.0%	5.6%	0.0%
		bcHKlMn	ak	ak					A	k		Abci	a	A	a
Western Europe	15	0	3	0	0	1	0	1	1	0	0	2	0	5	2
	14.4%	0.0%	20.0%	0.0%	0.0%	50.0%	0.0%	33.3%	4.8%	0.0%	0.0%	13.3%	0.0%	27.8%	40.0%
				egmn		ch		c	en					c	ch
Brazil	11	0	0	0	0	0	0	1	3	0	0	3	0	4	0
	10.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	33.3%	14.3%	0.0%	0.0%	20.0%	0.0%	22.2%	0.0%
			g	g				bc							
Canada	9	0	2	1	0	0	0	0	2	0	0	2	1	0	1
	8.7%	0.0%	13.3%	7.7%	0.0%	0.0%	0.0%	0.0%	9.5%	0.0%	0.0%	13.3%	20.0%	0.0%	20.0%
South American countries besides Brazil	7	0	0	1	0	0	0	1	1	0	0	1	1	1	1
	6.7%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0%	33.3%	4.8%	0.0%	0.0%	6.7%	20.0%	5.6%	20.0%
			g					b							
Indonesia and Southeast Asia	6	0	1	0	0	0	0	0	2	0	0	1	0	2	0
	5.8%	0.0%	6.7%	0.0%	0.0%	0.0%	0.0%	0.0%	9.5%	0.0%	0.0%	6.7%	0.0%	11.1%	0.0%
Middle East	6	0	0	0	0	0	0	0	3	0	0	1	1	0	1
	5.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	14.3%	0.0%	0.0%	6.7%	20.0%	0.0%	20.0%

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

Topic 2: Firm Growth Strategies

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Australia/New Zealand	6 5.8%	0 0.0%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% m	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 22.2% h	0 0.0%
Mexico	5 4.8%	0 0.0%	1 6.7%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	2 13.3%	0 0.0%	0 0.0%	0 0.0%
India	4 3.8%	0 0.0%	1 6.7%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%
Northern Europe	4 3.8%	0 0.0%	0 0.0% i	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8% i	1 50.0% bhkM	0 0.0%	0 0.0% i	0 0.0%	0 0.0% I	0 0.0%
South Africa	4 3.8%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%
Eastern Europe	3 2.9%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 13.3%	0 0.0%	0 0.0%	0 0.0%
Central America	3 2.9%	0 0.0%	0 0.0% e	1 7.7%	0 0.0%	1 50.0% bhkM	0 0.0%	0 0.0%	1 4.8% e	0 0.0%	0 0.0%	0 0.0% e	0 0.0%	0 0.0% E	0 0.0%
Japan	2 1.9%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%
Taiwan	1 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%
Russia	1 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

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

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	116	50	43	18	5	39	14	24	4	22	12	36	42	34
	100.0%	43.1%	37.1%	15.5%	4.3%	33.9%	12.2%	20.9%	3.5%	19.1%	10.4%	32.1%	37.5%	30.4%
China	17	6	6	4	1	2	3	3	1	7	1	4	7	5
	16.3%	13.6%	16.2%	22.2%	20.0%	5.3% bE	30.0% a	13.6%	25.0%	33.3% A	11.1%	13.8%	17.5%	15.6%
Western Europe	15	7	7	0	1	10	1	3	1	0	0	4	7	4
	14.4%	15.9%	18.9%	0.0%	20.0%	26.3% e	10.0%	13.6%	25.0% e	0.0% ad	0.0%	13.8%	17.5%	12.5%
Brazil	11	7	3	1	0	4	1	4	0	2	0	6	3	2
	10.6%	15.9%	8.1%	5.6%	0.0%	10.5%	10.0%	18.2%	0.0%	9.5%	0.0%	20.7%	7.5%	6.3%
Canada	9	4	2	3	0	6	0	2	0	0	1	2	2	5
	8.7%	9.1%	5.4%	16.7%	0.0%	15.8%	0.0%	9.1%	0.0%	0.0%	11.1%	6.9%	5.0%	15.6%
South American countries besides Brazil	7	3	3	1	0	1	0	1	0	2	3	2	4	0
	6.7%	6.8%	8.1%	5.6%	0.0%	2.6% F	0.0%	4.5% f	0.0%	9.5%	33.3% Ac	6.9%	10.0%	0.0%
Indonesia and Southeast Asia	6	2	0	2	2	1	1	2	0	1	1	1	1	3
	5.8%	4.5% D	0.0% cD	11.1% b	40.0% AB	2.6%	10.0%	9.1%	0.0%	4.8%	11.1%	3.4%	2.5%	9.4%
Middle East	6	4	2	0	0	1	1	2	1	1	0	1	4	1
	5.8%	9.1%	5.4%	0.0%	0.0%	2.6%	10.0%	9.1%	25.0%	4.8%	0.0%	3.4%	10.0%	3.1%

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

Topic 2: Firm Growth Strategies

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

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Australia/New Zealand	6 / 5.8%	2 / 4.5%	3 / 8.1%	0 / 0.0%	1 / 20.0%	4 / 10.5%	1 / 10.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 11.1%	3 / 10.3%	1 / 2.5%	2 / 6.3%
Mexico	5 / 4.8%	0 / 0.0% b	4 / 10.8% a	1 / 5.6%	0 / 0.0%	2 / 5.3%	0 / 0.0%	1 / 4.5%	0 / 0.0%	2 / 9.5%	0 / 0.0%	1 / 3.4%	2 / 5.0%	2 / 6.3%
India	4 / 3.8%	1 / 2.3%	1 / 2.7%	2 / 11.1%	0 / 0.0%	1 / 2.6%	0 / 0.0%	1 / 4.5%	0 / 0.0%	2 / 9.5%	0 / 0.0%	0 / 0.0%	1 / 2.5%	3 / 9.4%
Northern Europe	4 / 3.8%	3 / 6.8%	1 / 2.7%	0 / 0.0%	0 / 0.0%	1 / 2.6% b	2 / 20.0% ae	1 / 4.5%	0 / 0.0%	0 / 0.0% b	0 / 0.0%	1 / 3.4%	2 / 5.0%	1 / 3.1%
South Africa	4 / 3.8%	1 / 2.3% c	0 / 0.0% c	3 / 16.7% ab	0 / 0.0%	1 / 2.6%	0 / 0.0%	0 / 0.0%	0 / 0.0%	2 / 9.5%	1 / 11.1%	0 / 0.0%	3 / 7.5%	1 / 3.1%
Eastern Europe	3 / 2.9%	1 / 2.3%	2 / 5.4%	0 / 0.0%	0 / 0.0%	1 / 2.6%	0 / 0.0%	0 / 0.0% d	1 / 25.0% c	1 / 4.8%	0 / 0.0%	0 / 0.0%	2 / 5.0%	1 / 3.1%
Central America	3 / 2.9%	1 / 2.3%	1 / 2.7%	1 / 5.6%	0 / 0.0%	1 / 2.6%	0 / 0.0%	1 / 4.5%	0 / 0.0%	1 / 4.8%	0 / 0.0%	2 / 6.9%	1 / 2.5%	0 / 0.0%
Japan	2 / 1.9%	0 / 0.0%	2 / 5.4%	0 / 0.0%	0 / 0.0%	2 / 5.3%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 3.4%	0 / 0.0%	1 / 3.1%
Taiwan	1 / 1.0%	1 / 2.3%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0% f	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 11.1% a	0 / 0.0%	0 / 0.0%	1 / 3.1%
Russia	1 / 1.0%	1 / 2.3%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 4.5%	0 / 0.0%	0 / 0.0%	0 / 0.0%	1 / 3.4%	0 / 0.0%	0 / 0.0%

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Growth from your firm internally	180 72.95 28.69	13 71.92 30.52	21 69.29 26.71	15 79.47 26.67 d	5 47.00 37.01 cmn	3 73.33 30.55	1 50.00 ---	14 73.21 28.12	28 69.64 27.95	2 65.00 21.21	1 20.00 ---	29 75.00 30.03	17 77.00 31.38	23 78.04 28.31 d	6 85.83 14.29 d
Growth from partnerships	180 11.41 17.28	13 8.85 12.44	21 13.33 14.52	15 9.13 18.67	5 25.00 26.93	3 15.00 13.23	1 30.00 ---	14 13.57 22.40	28 10.71 14.32	2 0.00 0.00	1 0.00 ---	29 11.72 16.97	17 9.41 19.60	23 11.39 20.80	6 6.67 12.11
Growth from acquisitions	180 10.76 17.94	13 19.23 27.15 m	21 11.19 18.57	15 6.40 8.91 i	5 24.00 33.62 m	3 8.33 14.43	1 20.00 ---	14 8.21 11.54	28 13.75 17.09	2 30.00 28.28 m	1 0.00 ---	29 11.38 20.08	17 8.53 19.98	23 3.96 8.64 adhI	6 4.17 8.01
Growth from licensing arrangements	180 4.88 11.51	13 0.00 0.00	21 6.19 10.36	15 5.00 8.02	5 4.00 5.48	3 3.33 5.77	1 0.00 ---	14 5.00 10.38	28 5.89 11.87	2 5.00 7.07	1 80.00 ---	29 1.90 6.47	17 5.06 9.32	23 6.61 16.38	6 3.33 8.16

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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
Growth from your firm internally	65 72.00 27.51	60 71.33 29.93	31 78.74 28.42	24 72.08 29.89	64 73.98 31.21	23 78.65 31.56	32 68.59 29.46	7 57.14 29.13	36 74.31 21.55	16 73.56 27.96	64 69.14 31.03	65 75.09 25.86	47 75.85 29.73
Growth from partnerships	65 11.42 15.55	60 15.25 21.42	31 7.65 15.13	24 6.67 9.63	64 14.61 22.15	23 10.65 18.17	32 6.63 8.61	7 10.71 9.32	36 11.25 15.83	16 9.19 11.48	64 11.02 14.53	65 11.91 20.46	47 11.38 16.96
Growth from acquisitions	65 9.63 14.14 d	60 10.42 18.35	31 7.77 17.39	24 18.54 24.74 a	64 5.23 16.32 CD	23 8.48 16.88 cd	32 19.88 22.99 Abe	7 27.14 20.18 AbE	36 9.44 11.82 cD	16 13.50 15.83	64 13.59 22.49	65 9.80 13.60	47 7.87 16.11
Growth from licensing arrangements	65 6.95 15.72	60 3.00 8.30	31 5.84 9.39	24 2.71 4.89	64 6.17 15.95	23 2.22 5.79	32 4.91 8.72	7 5.00 5.77	36 5.00 8.94	16 3.75 9.04	64 6.25 15.96	65 3.20 6.14	47 4.89 9.58

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Internet sales percent	374	35	41	26	12	9	7	28	54	3	4	55	28	56	13
	11.81	6.71	25.13	6.52	20.99	9.33	13.26	9.35	8.84	0.33	0.00	6.92	15.16	13.23	19.85
	19.22	13.70	22.92	13.36	22.42	10.22	23.69	17.08	16.22	0.58	0.00	16.50	21.31	21.93	23.33
		Bdn	ACeGHK m	Bdn	achk	b		B	Bdn			Bdn		b	achk
Domestic sales	182	14	21	15	5	4	1	16	29	2	1	27	16	23	6
percent	84.39	89.64	84.65	70.89	100.00	96.25	100.00	96.19	77.40	77.50	100.00	87.19	92.19	76.63	76.67
	19.87	19.06	18.63	22.79	0.00	4.79	---	11.31	22.45	3.54	---	14.53	16.33	22.85	25.03
		c	g	aeGKL		cI		bCHikMn	Gl	Eg		Cg	Chm	Gl	g

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

Topic 2: Firm Growth Strategies

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

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
Internet sales percent	131	131	57	54	144	54	55	16	64	38	149	123	100
	8.67	13.69	14.24	12.46	16.58	7.93	11.86	5.38	7.53	9.92	0.00	4.36	38.81
	17.05	21.80	18.34	18.02	22.86	18.14	19.22	8.74	14.34	11.89	0.00	3.30	18.99
	bc	a	a		bE	a			A			C	B
Domestic sales percent	65	62	30	25	66	24	31	6	37	16	68	64	46
	80.88	86.20	81.07	92.99	90.09	87.13	82.95	65.73	81.16	72.71	88.90	83.15	79.83
	21.32	16.59	23.50	16.24	14.81	17.82	18.05	29.84	23.09	24.68	17.13	20.79	22.04
	d		d	ac	cDeF	df	a	Ab	a	Ab	c		a

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Percent	180	14	21	14	5	4	1	16	29	2	1	27	16	22	6
	89.81	92.02	94.62	78.60	100.00	100.00	100.00	97.75	83.87	90.00	80.00	93.67	92.39	83.84	80.54
	16.88	16.61	11.72	19.57	0.00	0.00	---	6.56	21.20	0.00	---	12.35	17.14	18.99	24.63
			Chm	BGKl				ChMn	bgk			Chm	c	bGk	g

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Percent	64	62	29	25	66	23	31	6	37	15	67	63	46
	86.59	92.96	85.06	95.80	94.70	90.80	88.43	71.91	86.98	82.60	93.28	88.02	87.15
	18.31	13.59	21.86	10.07	12.41	16.09	15.82	25.89	19.41	20.80	14.01	17.83	19.33
	bd	ac	bd	ac	cDeF	d	ad	Abc	a	A			

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Percent change	263	28	30	19	7	5	2	22	42	3	1	38	20	36	7
	7.32	10.05	2.95	4.00	13.00	22.78	-22.89	2.95	2.92	18.33	10.00	10.74	7.50	13.46	2.57
	20.26	19.19	22.68	17.31	20.49	21.71	28.13	9.96	16.58	27.54	---	20.85	22.31	25.64	11.53
		f				Gh	aGhk	EF	efm			f		h	

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Percent change	94	94	37	37	96	38	42	10	47	26	97	92	65
	6.56	9.09	5.15	6.99	9.47	6.79	7.75	-1.48	5.10	6.71	6.09	7.49	8.84
	18.67	21.84	22.62	18.13	22.80	21.43	19.14	12.23	17.88	18.15	18.13	18.06	25.84

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Digital marketing spending	241	24	26	18	6	5	2	21	39	3	1	35	20	32	6
	14.61	19.49	11.53	14.65	27.96	21.76	-12.50	15.38	14.33	19.59	0.00	11.49	15.68	16.02	5.50
	17.50	18.31	16.31	13.54	25.01	23.12	17.68	15.91	17.15	33.94	---	12.94	21.27	19.16	14.88
		f		f	k		acghkm	f	f			df			f
Overall marketing spending	239	25	26	18	4	5	2	20	40	3	1	34	20	32	6
	10.87	10.44	11.99	8.67	15.50	20.35	-14.00	10.09	6.62	17.00	5.00	12.63	12.19	15.18	7.50
	19.51	19.11	21.68	16.93	18.65	23.94	15.56	15.60	18.76	28.58	---	18.29	17.01	25.85	10.84
Brand building	235	25	26	18	5	5	2	20	38	3	1	34	19	30	6
	9.70	12.81	13.48	7.84	9.20	14.00	-27.57	11.20	5.89	19.39	0.00	11.48	6.78	10.78	9.17
	16.49	16.34	17.57	14.42	10.03	20.43	10.71	15.86	11.24	31.87	---	16.38	19.36	19.57	10.21
		F	Fh	F	F	f	ABCDeG HKlmN	F	bF			F	f	f	F
Customer relationship management	229	24	25	18	5	5	2	19	39	3	1	32	18	29	6
	7.87	9.73	6.66	2.39	13.31	6.00	22.50	10.19	6.54	0.00	5.00	8.86	4.89	11.49	8.33
	11.69	10.83	11.22	8.07	16.31	9.62	3.54	13.24	10.59	0.00	---	11.88	9.07	15.47	12.11
		c		adFgkm	c		Chl	c	f			c	f	c	
Traditional advertising spending	233	25	25	18	5	5	2	19	39	3	1	32	19	31	6
	0.57	-2.30	2.19	-2.22	10.00	2.80	-19.30	5.12	-4.31	7.00	0.00	-2.22	9.62	1.94	7.17
	14.23	14.48	13.13	9.66	23.18	4.66	27.29	18.52	13.15	15.72	---	7.04	17.43	15.19	11.67
		l	f	l	hk		bKl	hk	dgL			dFgLn	acfHK		k

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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
Digital marketing spending	85 13.03 15.56	90 15.99 19.14	34 12.07 18.61	31 17.35 16.56	89 17.02 19.25	35 14.94 19.69	38 13.56 18.75	10 14.50 14.80	43 10.99 14.88	22 13.14 8.82	89 13.04 16.70	84 14.66 17.23	59 17.39 19.72
Overall marketing spending	85 8.94 19.97	89 14.37 19.78	35 8.78 20.56	29 8.54 15.27 bEF	90 18.00 22.25 a	36 7.56 20.67	36 10.30 19.03	10 4.20 7.80	41 3.71 14.24 A	22 4.64 8.58 A	89 8.89 18.36 c	84 9.59 16.30 c	57 17.59 24.75 ab
Brand building	85 7.31 15.49 b	87 13.34 18.49 ac	34 5.32 15.52 b	28 11.29 11.62	87 12.46 17.91 e	35 11.74 19.90	35 8.52 14.46	10 7.00 7.89	43 5.59 16.31 a	22 5.45 6.76	86 7.76 15.69	85 10.63 15.92	55 11.59 19.29
Customer relationship management	83 6.81 9.50	84 9.60 13.23	34 8.14 14.42	27 5.52 8.48 e	83 9.39 13.12	34 8.57 10.41	36 8.00 12.49	10 3.20 5.79	41 4.68 8.43 a	22 8.18 13.31	83 8.30 11.68	82 6.45 10.55	55 9.22 13.10
Traditional advertising spending	84 -0.98 14.96	84 0.38 11.89	34 3.12 18.47	30 2.73 12.89 e	84 3.10 14.20	36 -0.72 15.38	36 2.19 15.31	10 -2.96 16.17	41 -3.15 14.12 a	22 -1.68 8.48	85 -0.31 13.76	82 0.78 13.81	57 2.10 16.32

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Developing knowledge about how to do marketing	227 6.63 9.70	24 5.20 8.72	26 7.68 10.83	17 4.82 7.62	3 3.33 5.77	5 10.97 15.48	2 5.00 7.07	19 3.89 5.11	38 6.10 9.17	3 9.00 13.89	1 10.00 ---	32 8.94 11.81	17 6.24 9.50	31 7.85 11.59	6 5.83 3.76
Marketing research and intelligence	226 5.29 9.67	23 9.01 12.96 ck	26 6.52 9.63 f	17 1.71 6.29 aF	4 2.50 5.00	5 5.00 8.66	2 24.28 20.20 bCGhKLm	19 5.89 6.42 F	38 4.57 10.15 f	3 8.33 14.43	1 10.00 ---	31 2.70 8.04 aF	18 2.50 8.06 F	30 7.44 10.73 f	6 5.33 7.53
Marketing consulting services	228 2.67 10.14	24 4.49 11.45	25 1.91 7.92	17 -1.65 9.89 gk	3 -8.33 14.43 hk	5 4.00 4.18	2 -10.05 28.35	19 7.90 13.34 h	38 0.79 5.08 cH	3 12.23 21.18 dfGIK	1 0.00 ---	32 5.65 9.79 cdH	19 2.45 11.87	31 2.47 9.58	6 -2.17 5.49
Marketing training	227 2.65 5.84	24 2.67 6.71	25 2.73 6.16	18 2.39 4.55	4 1.25 2.50	5 3.00 10.95	2 2.50 3.54	19 3.79 4.71	38 3.45 6.97	3 0.00 0.00	1 5.00 ---	31 1.94 5.45	18 1.90 5.58	30 2.27 5.90	6 3.33 4.08

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

Topic 3: Marketing Spending

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

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
Developing knowledge about how to do marketing	82 4.87 7.12 b	85 8.51 11.94 a	33 6.99 9.72	26 5.49 7.98	85 8.58 11.98 e	33 8.18 10.18 e	34 5.77 8.73	10 3.30 7.04	41 3.80 6.12 ab	21 4.33 4.43	85 4.93 8.14 C	79 6.45 8.37	54 9.94 13.17 A
Marketing research and intelligence	82 5.04 9.26	84 6.01 9.85	33 3.93 10.24	26 5.64 10.08	85 6.57 10.96	33 4.12 7.80	33 5.00 10.55	10 4.20 9.30	41 4.00 8.80	21 5.43 7.87	83 3.15 7.19 C	80 4.45 8.90 C	54 9.57 12.87 AB
Marketing consulting services	83 2.52 9.76	85 4.40 10.71 c	33 -1.16 10.49 b	26 2.49 8.04	86 5.44 11.43 EF	34 4.11 10.28 f	33 1.82 8.16 f	10 -1.40 4.17	41 0.11 9.06 A	21 -2.81 8.03 Abc	85 2.23 10.70	81 3.59 10.90	53 2.52 8.78
Marketing training	82 2.36 5.46	83 2.53 6.13	34 3.21 6.12	27 2.89 5.89	83 3.26 6.65	34 2.77 6.59	34 1.97 4.75	10 2.60 7.52	41 1.59 4.01	22 2.64 5.07	83 1.69 5.30 c	81 2.89 5.85	54 3.91 6.72 a

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construction I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transportation N
Percent of budget	233	22	28	16	6	5	2	17	35	3	1	35	20	33	7
	11.13	7.97	10.29	21.01	12.34	6.50	4.50	7.44	8.32	1.17	30.00	10.74	14.21	13.99	13.15
	11.32	9.51	11.47	13.00	14.19	5.45	4.95	6.03	9.31	1.61	---	11.57	11.44	12.57	13.90
		C	C	ABeGHiK		c		Clm	Clm	c		C	gh	gh	

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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	82	86	35	29	89	33	39	9	38	21	80	84	62
	10.91	10.07	16.85	8.22	12.43	7.78	9.57	10.62	12.54	13.10	8.50	11.74	14.31
	9.93	11.76	12.84	10.05	11.69	7.82	9.28	12.06	13.91	12.37	9.34	11.90	12.42
	C	C	ABD	C	b	a					C		A

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Percent of revenues	246	25	28	18	6	5	2	18	38	3	1	37	20	35	7
	8.10	4.32	11.02	9.99	13.88	4.64	0.52	10.22	2.66	0.63	30.00	6.19	11.57	12.23	11.20
	11.46	6.42	15.38	10.58	16.71	2.38	0.67	14.42	2.28	0.78	---	10.55	11.40	12.81	16.52
		bcdLM	aH	aH	aH	i			H	BCDGkL MN	e		hm	AH	AHk	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 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 revenues	87	92	35	31	90	35	40	10	43	24	90	88	61
	7.88	6.92	12.24	7.75	11.88	6.10	5.83	5.57	5.76	6.41	6.27	7.04	12.74
	11.19	11.78	11.91	10.32	14.28	9.64	8.22	8.82	8.60	9.93	9.63	10.67	14.11
		c	b		bce	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 is currently devoted to training and development?

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Percent of your marketing budget	252 3.77 4.86	26 3.42 4.53	29 4.88 5.79	19 3.13 4.29	6 1.83 2.14	5 6.08 7.46	2 5.00 7.07	20 4.07 4.91	40 4.35 5.36	3 0.67 0.58	1 0.00 ---	35 3.23 4.77	20 2.46 4.25	36 4.36 4.77	7 4.57 4.20

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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 your marketing budget	92	91	36	32	92	35	39	10	46	26	92	89	61
	4.25	3.77	3.64	2.69	3.95	2.73	3.10	3.30	3.81	6.13	3.01	4.09	4.41
	4.94	5.20	4.96	3.31	5.45	3.97	4.22	4.42	4.55	5.14	4.54	4.87	5.24
						F	f			Bc			

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

Topic 4: Financial and Marketing Performance

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

Number / Mean / SD	Total	Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Brand value	188	15	25	16	5	4	1	16	27	2	1	29	16	23	6
	3.81	2.73	4.44	5.00	5.40	2.50	10.00	2.13	3.19	4.00	10.00	3.72	3.06	4.91	2.50
	4.24	4.54	5.01	4.32	5.32	3.32	---	4.57	3.79	1.41	---	3.87	3.00	3.98	6.12
Sales revenue	193	15	25	16	5	4	1	16	30	2	1	29	17	24	6
	3.77	3.93	3.04	4.25	4.60	4.00	3.00	2.69	2.37	0.00	10.00	4.41	2.24	7.29	1.00
	5.80	6.05	6.39	5.76	3.65	6.98	---	6.56	5.64	4.24	---	5.05	6.51	4.73	6.36
			m					m	M	m		m	M	bgHikLn	m
Marketing ROI	189	14	24	16	5	4	1	16	29	2	1	28	17	24	6
	3.14	3.21	4.13	2.88	6.40	7.50	10.00	1.25	2.59	5.00	10.00	1.89	2.00	4.29	2.50
	4.47	5.81	5.62	4.99	2.61	3.32	---	4.70	3.17	7.07	---	3.64	3.08	4.48	3.33
					ghkL	gHKLn		dem	dE			dEm	DE	gk	e
Customer acquisition	189	15	25	16	5	4	1	16	26	2	1	29	17	24	6
	3.11	2.93	0.64	2.50	4.60	5.50	10.00	2.31	1.96	3.00	3.00	3.62	3.06	6.29	3.17
	4.60	3.73	6.14	4.26	2.19	6.14	---	5.74	1.95	0.00	---	4.00	4.29	4.59	5.00
		m	kM	m	h	h		m	deM			bm	m	aBcgHkl	
Profits	190	15	24	16	5	4	1	16	29	2	1	28	17	24	6
	3.08	3.93	2.13	4.00	6.00	6.00	10.00	2.44	2.10	1.00	1.00	2.07	3.71	3.54	4.83
	5.30	6.19	6.71	5.14	2.65	4.69	---	5.49	5.58	2.83	---	4.17	4.55	5.10	6.74
Market share	193	15	25	16	5	4	1	16	30	2	1	29	17	24	6
	2.40	2.27	1.32	2.38	4.60	0.25	5.00	1.06	2.77	3.00	0.00	1.93	2.65	4.42	1.50
	4.41	4.18	5.05	5.26	3.65	2.50	---	4.99	3.88	2.83	---	3.66	4.53	4.30	6.53
			m					m				m		bgk	
Customer retention	189	15	25	16	5	4	1	16	27	2	1	29	16	24	6
	1.47	1.60	0.64	1.69	2.40	2.50	0.00	1.69	0.67	2.00	0.00	2.69	0.88	1.17	1.17
	4.80	5.75	5.47	5.06	3.71	5.57	---	4.54	3.27	1.41	---	5.07	4.33	5.26	7.08

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

Topic 4: Financial and Marketing Performance

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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 value	66	68	31	23	68	25	32	7	36	18	65	69	50
	4.06	4.15	3.94	1.91	5.18	2.28	3.34	2.14	2.94	4.78	3.88	3.33	4.32
	4.38	4.39	3.85	3.65	4.62	3.68	3.66	3.80	3.73	3.70	4.10	4.04	4.74
	d	d		ab	Be	Af			a	b			
Sales revenue	68	70	32	23	70	26	32	7	38	18	68	69	52
	3.87	3.93	4.69	1.74	4.67	6.00	3.44	-0.14	1.55	5.11	3.13	3.26	5.52
	6.45	5.42	4.56	6.31	6.07	5.09	6.44	5.01	4.21	4.79	5.55	5.97	5.73
			d	c	dE	DE		aBf	ABF	dE	c	c	ab
Marketing ROI	68	66	32	23	68	25	32	7	38	18	68	67	51
	3.19	3.08	3.22	3.04	2.88	3.44	2.66	2.14	3.03	5.72	2.96	2.61	3.86
	4.11	4.61	4.15	5.69	4.92	3.74	4.16	5.43	3.94	4.00	4.13	4.39	4.88
					f		f		f	ace			
Customer acquisition	65	69	32	23	69	25	31	7	37	18	67	68	50
	4.08	2.99	2.50	1.57	4.10	4.40	3.55	-0.71	1.08	3.06	2.90	2.94	3.66
	3.98	4.78	4.37	5.63	5.50	3.62	3.30	5.31	3.39	3.86	3.91	4.54	5.57
	d			a	dE	DE	DE	aBC	ABC				
Profits	68	68	32	22	69	25	32	7	38	18	67	69	51
	3.13	2.66	4.09	2.77	3.00	4.04	3.16	3.29	1.97	4.67	2.21	3.62	3.59
	5.31	4.65	5.40	6.96	5.65	5.13	5.58	6.34	4.64	4.33	4.71	5.14	6.20
									f	e			
Market share	68	70	32	23	70	26	32	7	38	18	68	69	52
	2.74	2.14	3.78	0.30	2.76	3.50	2.16	-1.29	1.74	3.72	2.35	2.09	2.90
	4.52	3.92	4.35	5.01	5.08	3.78	3.34	4.57	3.91	3.41	3.74	4.43	5.15
	d		D	aC	d	D		d	aBcF			D	
Customer retention	66	69	31	23	69	25	32	7	36	18	66	69	50
	1.11	1.96	2.03	0.26	1.78	1.64	1.03	-2.00	1.31	3.17	1.83	1.12	1.48
	4.73	4.96	4.23	5.23	5.80	3.88	3.90	2.65	3.90	4.89	4.43	4.59	5.48
					d			bef	d	d			

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

Topic 4: Financial and Marketing Performance

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
7=Excellent - one of the best in the world	15 7.6%	3 18.8% bk	0 0.0% aemn	2 12.5%	0 0.0%	1 25.0% bgK	0 0.0%	0 0.0% e	1 3.3%	0 0.0%	0 0.0%	0 0.0% aEmn	2 11.8%	4 16.0% bk	1 16.7% bk
6=A leader but not one of the best	31 15.7%	2 12.5% f	2 8.0% F	3 18.8%	1 20.0%	0 0.0%	1 100.0% aBkl	3 17.6%	6 20.0%	0 0.0%	0 0.0%	5 16.1% f	1 5.9% f	6 24.0%	1 16.7%
5=Strong	55 27.8%	3 18.8% i	12 48.0% Hm	3 18.8% i	2 40.0%	1 25.0%	0 0.0%	7 41.2% h	4 13.3% BgI	2 100.0% acHm	0 0.0%	10 32.3%	5 29.4%	4 16.0% bi	1 16.7%
4=Good	50 25.3%	5 31.3%	5 20.0%	6 37.5%	1 20.0%	1 25.0%	0 0.0%	3 17.6%	11 36.7%	0 0.0%	0 0.0%	6 19.4%	3 17.6%	9 36.0%	0 0.0%
3=Fair	31 15.7%	2 12.5% j	1 4.0% Jkn	2 12.5% j	1 20.0%	1 25.0%	0 0.0%	3 17.6%	4 13.3% j	0 0.0%	1 100.0% aBchM	9 29.0% bm	4 23.5%	1 4.0% Jkn	2 33.3% bm
2=Weak	11 5.6%	1 6.3%	3 12.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	3 10.0%	0 0.0%	0 0.0%	1 3.2%	1 5.9%	1 4.0%	0 0.0%
1=Very weak	5 2.5%	0 0.0%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.3%	0 0.0%	0 0.0%	0 0.0% n	1 5.9%	0 0.0% n	1 16.7% km
Mean	4.47	4.75	4.12 m	4.81	4.60	4.75	6.00	4.47	4.20 m	5.00	3.00	4.29 m	4.24	5.00 bhk	4.17

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 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
7=Excellent - one of the best in the world	6 8.7%	3 4.2%	4 12.5%	2 7.7%	4 5.6% f	1 3.8%	2 6.1%	1 14.3%	3 7.9%	4 21.1% a	3 4.2%	9 12.9%	3 5.8%
6=A leader but not one of the best	11 15.9%	10 14.1%	5 15.6%	5 19.2%	8 11.1%	7 26.9%	5 15.2%	0 0.0%	6 15.8%	5 26.3%	14 19.7%	9 12.9%	7 13.5%
5=Strong	12 17.4% b	25 35.2% a	9 28.1%	9 34.6%	17 23.6%	7 26.9%	8 24.2%	3 42.9%	13 34.2%	4 21.1%	19 26.8%	13 18.6% c	19 36.5% b
4=Good	21 30.4%	19 26.8%	5 15.6%	5 19.2%	22 30.6%	3 11.5%	11 33.3%	2 28.6%	7 18.4%	5 26.3%	17 23.9%	19 27.1%	14 26.9%
3=Fair	12 17.4%	10 14.1%	6 18.8%	3 11.5%	12 16.7%	6 23.1%	4 12.1%	1 14.3%	7 18.4%	1 5.3%	12 16.9%	13 18.6%	6 11.5%
2=Weak	5 7.2%	3 4.2%	1 3.1%	2 7.7%	7 9.7%	1 3.8%	2 6.1%	0 0.0%	1 2.6%	0 0.0%	5 7.0%	4 5.7%	2 3.8%
1=Very weak	2 2.9%	1 1.4%	2 6.3%	0 0.0%	2 2.8%	1 3.8%	1 3.0%	0 0.0%	1 2.6%	0 0.0%	1 1.4%	3 4.3%	1 1.9%
Mean	4.35	4.49	4.53	4.69	4.18 F	4.50	4.39 f	4.71	4.58	5.32 Ac	4.44	4.40	4.56

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

Topic 5: Social Media

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

Number Mean SD	Total	Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construction I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transportation N
...of your marketing budget do you currently spend on social media?	216	18	27	18	7	4	1	17	33	2	1	33	18	29	6
	10.50	4.28	12.84	12.18	18.76	13.00	5.00	10.90	7.69	10.00	5.00	8.56	14.10	12.26	11.72
	13.01	5.34	13.31	11.40	17.63	14.90	---	15.00	11.98	0.00	---	11.53	16.01	14.12	19.57
		bcDlm	a	a	Ah				d					a	a
...will you spend in the next 12 months?	216	18	27	18	7	4	1	17	33	2	1	33	18	29	6
	12.88	6.78	15.87	15.04	21.81	14.25	5.00	13.63	9.44	15.00	10.00	11.38	16.01	14.43	11.95
	13.68	7.18	14.31	10.51	19.55	15.97	---	14.51	12.84	0.00	---	12.88	16.89	14.39	20.08
		bCDlm	a	A	Ah				d					a	a
...do you predict you will spend in five years?	213	18	27	18	7	4	1	16	32	2	1	33	18	28	6
	18.55	12.67	22.98	23.36	25.93	17.75	10.00	18.81	13.66	15.00	20.00	15.86	23.04	19.93	16.59
	16.51	11.86	16.95	13.87	21.56	20.34	---	15.33	15.35	0.00	---	16.21	21.61	16.07	23.79
		bc	ah	ah					bc						

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

Topic 5: Social Media

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
...of your marketing budget do you currently spend on social media?	76	79	33	28	81	28	36	8	40	20	78	77	57
	9.40	10.73	14.64	7.93	13.62	10.73	9.74	8.00	7.93	6.20	8.06	10.53	14.08
	12.91	13.43	14.96	8.14	16.37	13.24	12.43	7.35	6.82	6.80	11.78	12.72	14.55
			d	c	e				a		C		A
...will you spend in the next 12 months?	76	79	33	28	81	28	36	8	40	20	78	77	57
	11.37	13.23	17.13	10.99	16.71	12.64	11.66	9.50	10.00	8.55	10.39	12.75	16.85
	13.50	13.97	14.89	11.21	16.63	15.34	12.46	9.18	7.32	8.09	12.51	13.09	15.38
					ef				a	a	C		A
...do you predict you will spend in five years?	75	78	33	27	78	28	36	8	40	20	76	76	57
	16.97	17.90	25.52	16.26	23.50	15.14	16.66	14.25	16.45	15.50	16.02	17.80	23.24
	16.47	16.58	18.47	11.80	19.51	15.76	15.10	12.15	11.98	13.65	15.54	15.75	18.18
	c	c	abd	c	be	a			a		c		a

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

Topic 5: Social Media

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
1=Not At All Effectively	24 11.1%	4 23.5% c	2 7.4%	0 0.0% aen	0 0.0%	1 25.0% c	0 0.0%	1 5.9%	6 18.2%	0 0.0%	0 0.0%	5 14.7%	1 5.6%	2 6.7%	2 33.3% c
2=	26 12.0%	3 17.6%	3 11.1%	1 5.6%	2 28.6%	0 0.0%	0 0.0%	3 17.6%	3 9.1%	0 0.0%	0 0.0%	5 14.7%	3 16.7%	3 10.0%	0 0.0%
3=	27 12.4%	3 17.6% b	0 0.0% acFghJMn	3 16.7% b	1 14.3%	0 0.0%	1 100.0% BhKL	3 17.6% b	5 15.2% bfj	0 0.0%	1 100.0% BhKL	1 2.9% FJm	0 0.0% FJm	7 23.3% Bkl	1 16.7% b
4=	36 16.6%	2 11.8%	7 25.9% m	1 5.6% e	1 14.3%	2 50.0% cM	0 0.0%	3 17.6%	5 15.2%	0 0.0%	0 0.0%	8 23.5% m	5 27.8% m	1 3.3% bEkl	1 16.7%
5=	57 26.3%	3 17.6%	8 29.6%	9 50.0% g	1 14.3%	0 0.0%	0 0.0%	2 11.8% c	10 30.3%	1 50.0%	0 0.0%	10 29.4%	5 27.8%	7 23.3%	1 16.7%
6=	30 13.8%	2 11.8%	2 7.4%	4 22.2%	1 14.3%	0 0.0%	0 0.0%	3 17.6%	3 9.1%	0 0.0%	0 0.0%	3 8.8%	3 16.7%	8 26.7%	0 0.0%
7=Very Effectively	17 7.8%	0 0.0% eI	5 18.5%	0 0.0% eI	1 14.3%	1 25.0% ac	0 0.0%	2 11.8%	1 3.0%	1 50.0% I	0 0.0%	2 5.9% i	1 5.6%	2 6.7%	1 16.7%
Mean	4.08	3.18 bCim	4.56 a	4.67 Ah	4.14	4.00	3.00	4.12	3.70 c	6.00 a	3.00	3.88	4.28	4.33 a	3.50

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
1=Not At All Effectively	10 13.2% c	11 13.8% c	0 0.0% ab	3 10.7%	12 14.6%	4 14.3%	2 5.6%	1 12.5%	3 7.5%	2 10.0%	11 14.1%	8 10.3%	4 7.1%
2=	7 9.2%	9 11.3%	4 12.1%	6 21.4%	9 11.0%	4 14.3%	5 13.9%	0 0.0%	7 17.5%	1 5.0%	12 15.4%	8 10.3%	6 10.7%
3=	15 19.7%	7 8.8%	3 9.1%	2 7.1%	11 13.4%	2 7.1%	1 2.8% de	2 25.0% c	8 20.0% c	3 15.0%	13 16.7%	9 11.5%	5 8.9%
4=	10 13.2%	18 22.5%	4 12.1%	4 14.3%	13 15.9%	5 17.9%	9 25.0% e	1 12.5%	3 7.5% c	4 20.0%	10 12.8%	17 21.8%	8 14.3%
5=	20 26.3%	20 25.0%	13 39.4% d	4 14.3% c	14 17.1% ce	7 25.0%	14 38.9% a	1 12.5%	15 37.5% a	6 30.0%	19 24.4%	21 26.9%	17 30.4%
6=	11 14.5%	10 12.5%	7 21.2%	2 7.1%	14 17.1%	4 14.3%	3 8.3%	2 25.0%	2 5.0%	4 20.0%	9 11.5%	11 14.1%	8 14.3%
7=Very Effectively	3 3.9% D	5 6.3% D	2 6.1% d	7 25.0% ABc	9 11.0%	2 7.1%	2 5.6%	1 12.5%	2 5.0%	0 0.0%	4 5.1%	4 5.1%	8 14.3%
Mean	3.89 c	3.96 c	4.67 ab	4.21	4.05	3.96	4.25	4.38	3.85	4.15	3.73 c	4.08	4.50 a

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

Topic 5: Social Media

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
1=Not At All Effectively	43 19.8%	7 38.9% cm	5 19.2%	1 5.6% ah	1 14.3%	1 25.0%	0 0.0%	2 11.8%	10 30.3% c	1 50.0%	0 0.0%	6 17.6%	4 22.2%	3 10.0% a	2 33.3%
2=	34 15.7%	4 22.2% b	0 0.0% aCDeFkm n	7 38.9% Bgh	2 28.6% B	1 25.0% b	1 100.0% BgHlm	1 5.9% cf	3 9.1% cF	0 0.0%	0 0.0%	7 20.6% b	2 11.1% f	5 16.7% bf	1 16.7% b
3=	34 15.7%	2 11.1% j	2 7.7% Jl	3 16.7%	0 0.0% j	0 0.0%	0 0.0%	4 23.5%	4 12.1% j	0 0.0%	1 100.0% aBdhkm	5 14.7% j	6 33.3% b	4 13.3% j	1 16.7%
4=	45 20.7%	2 11.1%	7 26.9%	3 16.7%	2 28.6%	0 0.0%	0 0.0%	6 35.3%	11 33.3%	1 50.0%	0 0.0%	5 14.7%	3 16.7%	5 16.7%	0 0.0%
5=	34 15.7%	2 11.1%	7 26.9% h	3 16.7%	0 0.0%	0 0.0%	0 0.0%	1 5.9% m	2 6.1% bM	0 0.0%	0 0.0%	6 17.6%	2 11.1%	10 33.3% gH	1 16.7%
6=	18 8.3%	1 5.6%	3 11.5%	1 5.6%	2 28.6%	0 0.0%	0 0.0%	2 11.8%	3 9.1%	0 0.0%	0 0.0%	2 5.9%	1 5.6%	3 10.0%	0 0.0%
7=Very Effectively	9 4.1%	0 0.0% E	2 7.7% e	0 0.0% E	0 0.0%	2 50.0% AbCgHkL M	0 0.0%	1 5.9% e	0 0.0% En	0 0.0%	0 0.0%	3 8.8% e	0 0.0% E	0 0.0% En	1 16.7% hm
Mean	3.38	2.50 Bgm	4.08 Ahl	3.17	3.57	4.25	2.00	3.76 a	3.03 b	2.50	3.00	3.47	3.00 b	3.77 a	3.17

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
1=Not At All Effectively	18 23.7% c	17 21.3% c	1 3.0% abd	7 25.0% c	22 26.8% f	7 25.0%	7 19.4%	1 12.5%	5 12.5%	1 4.8% a	20 25.6%	16 20.5%	7 12.3%
2=	13 17.1%	10 12.5%	9 27.3% d	2 7.1% c	9 11.0% e	3 10.7%	7 19.4%	0 0.0%	11 27.5% a	4 19.0%	12 15.4%	15 19.2%	7 12.3%
3=	15 19.7%	10 12.5%	6 18.2%	3 10.7%	8 9.8% e	5 17.9%	4 11.1%	1 12.5%	11 27.5% a	4 19.0%	19 24.4% C	12 15.4%	3 5.3% A
4=	14 18.4%	19 23.8%	6 18.2%	6 21.4%	12 14.6% d	7 25.0%	8 22.2%	4 50.0% a	9 22.5%	5 23.8%	10 12.8% c	18 23.1%	16 28.1% a
5=	8 10.5%	13 16.3%	7 21.2%	6 21.4%	13 15.9%	6 21.4%	8 22.2%	0 0.0%	4 10.0%	3 14.3%	12 15.4%	11 14.1%	10 17.5%
6=	6 7.9%	7 8.8%	2 6.1%	3 10.7%	11 13.4% be	0 0.0% af	2 5.6%	1 12.5% e	0 0.0% adf	3 14.3% be	3 3.8% c	4 5.1% c	9 15.8% ab
7=Very Effectively	2 2.6%	4 5.0%	2 6.1%	1 3.6%	7 8.5%	0 0.0%	0 0.0% d	1 12.5% ce	0 0.0% d	1 4.8%	2 2.6%	2 2.6%	5 8.8%
Mean	3.09	3.48	3.70	3.54	3.56 e	3.07	3.25	4.13 df	2.90 e	3.86 e	2.99 C	3.17 C	4.09 AB

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

Topic 5: Social Media

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

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Percent performed	215	18	27	18	7	4	1	16	33	2	1	33	18	29	6
by outside agencies	16.61	7.83	9.50	55.43	16.43	10.25	50.00	9.31	22.61	0.00	0.00	10.30	12.01	13.49	13.04
	27.30	16.17	22.54	31.82	29.82	19.84	---	16.92	31.34	0.00	---	24.04	22.51	21.26	31.95
		C		C ABdeGHK LMN	c	c		C	C			C	C	C	C

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

Topic 5: Social Media

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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 performed	76	78	33	28	80	28	36	8	40	20	78	77	56
by outside agencies	17.00	8.64	37.10	13.62	8.90	12.74	18.44	24.28	27.06	25.63	9.68	25.07	14.76
	26.38	21.08	34.50	24.22	21.99	26.13	28.22	29.72	31.84	28.83	23.24	31.28	24.25
	bC	aC	ABD	C	EF				A	A	B	Ac	b

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

Topic 5: Social Media

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

	Total	Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
															Industry Sector
1=Not At All	46 21.2%	8 44.4% cm	5 18.5%	1 5.6% a	1 14.3%	1 25.0%	0 0.0%	3 17.6%	9 28.1%	0 0.0%	0 0.0%	7 20.6%	3 16.7%	5 16.7% a	2 33.3%
2=	50 23.0%	7 38.9%	4 14.8% fj	5 27.8%	3 42.9%	0 0.0%	1 100.0% bh	5 29.4%	5 15.6% fj	0 0.0%	1 100.0% bh	7 20.6%	3 16.7%	7 23.3%	1 16.7%
3=	25 11.5%	1 5.6%	3 11.1%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	4 23.5%	6 18.8%	1 50.0%	0 0.0%	3 8.8%	3 16.7%	2 6.7%	1 16.7%
4=	42 19.4%	1 5.6% ce	3 11.1% c	7 38.9% ab	1 14.3%	2 50.0% a	0 0.0%	2 11.8%	6 18.8%	1 50.0%	0 0.0%	8 23.5%	4 22.2%	6 20.0%	1 16.7%
5=	32 14.7%	1 5.6%	8 29.6%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	3 17.6%	5 15.6%	0 0.0%	0 0.0%	6 17.6%	3 16.7%	4 13.3%	0 0.0%
6=	13 6.0%	0 0.0% d	2 7.4%	1 5.6%	2 28.6% aghk	0 0.0%	0 0.0%	0 0.0% d	1 3.1% d	0 0.0%	0 0.0%	1 2.9% d	2 11.1%	4 13.3%	0 0.0%
7=Very Highly	9 4.1%	0 0.0% e	2 7.4%	1 5.6%	0 0.0%	1 25.0% agHl	0 0.0%	0 0.0% e	0 0.0% En	0 0.0%	0 0.0%	2 5.9%	0 0.0% e	2 6.7% e	1 16.7% h
Mean	3.18	1.89 BCdeghK LM	3.70 A	3.61 A	3.29 a	4.00 a	2.00	2.82 a	2.88 a	3.50	2.00	3.29 A	3.39 A	3.57 A	3.00

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
1=Not At All	15 20.0%	19 23.5%	4 12.1%	8 28.6%	24 29.3% e	6 21.4%	5 13.9%	1 12.5%	5 12.5% a	4 20.0%	22 28.2%	14 18.2%	9 15.8%
2=	24 32.0% c	15 18.5%	4 12.1% a	7 25.0%	15 18.3% e	8 28.6%	8 22.2%	0 0.0% e	16 40.0% adf	2 10.0% e	22 28.2%	19 24.7%	8 14.0%
3=	7 9.3%	11 13.6%	4 12.1%	3 10.7%	3 3.7% CDf	3 10.7%	7 19.4% A	3 37.5% A	5 12.5%	4 20.0% a	8 10.3%	10 13.0%	7 12.3%
4=	16 21.3% D	18 22.2% D	8 24.2% D	0 0.0% ABC	17 20.7% b	1 3.6% aef	7 19.4%	1 12.5%	10 25.0% b	6 30.0% b	16 20.5%	15 19.5%	10 17.5%
5=	6 8.0% c	13 16.0%	8 24.2% a	5 17.9%	11 13.4%	6 21.4%	6 16.7%	2 25.0%	4 10.0%	2 10.0%	7 9.0% c	13 16.9%	12 21.1% a
6=	7 9.3%	3 3.7%	1 3.0%	2 7.1%	7 8.5% e	3 10.7%	1 2.8%	0 0.0%	0 0.0% bf	2 10.0% e	2 2.6%	4 5.2%	5 8.8%
7=Very Highly	0 0.0% CD	2 2.5% c	4 12.1% Ab	3 10.7% A	5 6.1%	1 3.6%	2 5.6%	1 12.5% e	0 0.0% d	0 0.0%	1 1.3% c	2 2.6%	6 10.5% a
Mean	2.93 C	3.10 c	3.94 Ab	3.18	3.21	3.21	3.33	3.88 e	2.80 d	3.30	2.67 bC	3.18 ac	3.82 Ab

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

Topic 5: Social Media

How does your firm use social media? (Check all that apply)

	Total	Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Total	388	36	44	26	12	9	7	30	57	3	4	56	28	59	13
	100.0%	9.3%	11.3%	6.7%	3.1%	2.3%	1.8%	7.7%	14.7%	0.8%	1.0%	14.4%	7.2%	15.2%	3.4%
Brand awareness and brand-building	179	15	22	18	6	2	1	16	26	2	0	28	13	25	3
	46.1%	41.7%	50.0%	69.2%	50.0%	22.2%	14.3%	53.3%	45.6%	66.7%	0.0%	50.0%	46.4%	42.4%	23.1%
		c		aefhjmN			c	c		c		c		c	C
Acquiring new customers	122	6	19	11	6	3	0	12	12	1	1	19	11	18	2
	31.4%	16.7%	43.2%	42.3%	50.0%	33.3%	0.0%	40.0%	21.1%	33.3%	25.0%	33.9%	39.3%	30.5%	15.4%
		bcdgl	afh	afh	afh		bcdg	af	bcd				a		
Introducing new products and services	112	7	11	12	5	1	1	7	16	2	0	18	8	19	3
	28.9%	19.4%	25.0%	46.2%	41.7%	11.1%	14.3%	23.3%	28.1%	66.7%	0.0%	32.1%	28.6%	32.2%	23.1%
		c		a											
Brand promotions, such as contests, coupons	110	6	13	14	4	2	1	8	16	2	0	16	11	14	1
	28.4%	16.7%	29.5%	53.8%	33.3%	22.2%	14.3%	26.7%	28.1%	66.7%	0.0%	28.6%	39.3%	23.7%	7.7%
		Cil	c	AbghkMN				c	c	an		c	an	C	Cil
Retaining current customers	110	10	17	9	4	3	0	12	13	2	0	10	10	17	3
	28.4%	27.8%	38.6%	34.6%	33.3%	33.3%	0.0%	40.0%	22.8%	66.7%	0.0%	17.9%	35.7%	28.8%	23.1%
			fk				bgi	fk		fk		bgi			
Improving employee engagement	78	7	9	4	2	2	0	7	8	2	0	15	7	14	1
	20.1%	19.4%	20.5%	15.4%	16.7%	22.2%	0.0%	23.3%	14.0%	66.7%	0.0%	26.8%	25.0%	23.7%	7.7%
				i			i		i	cfhn					i
Marketing research	57	5	12	8	4	2	1	3	4	0	0	6	2	9	0
	14.7%	13.9%	27.3%	30.8%	33.3%	22.2%	14.3%	10.0%	7.0%	0.0%	0.0%	10.7%	7.1%	15.3%	0.0%
			Hkln	Hkln	hkln				BCd			bcd	bcd		bcd

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

Topic 5: Social Media

How does your firm use social media? (Check all that apply)

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Identifying new customer groups we currently don't target	53 13.7%	4 11.1%	11 25.0% k	4 15.4%	3 25.0%	1 11.1%	0 0.0%	3 10.0%	7 12.3%	0 0.0%	1 25.0%	4 7.1% b	5 17.9%	9 15.3%	1 7.7%
Identifying new product and service opportunities	43 11.1%	3 8.3% I	9 20.5% l	4 15.4% i	2 16.7%	1 11.1%	0 0.0%	2 6.7% i	8 14.0% I	2 66.7% i AcfGhKL M	0 0.0%	4 7.1% I	1 3.6% bI	5 8.5% I	2 15.4%
Improving current products or services	28 7.2%	3 8.3%	7 15.9% k	2 7.7%	1 8.3%	0 0.0%	0 0.0%	2 6.7%	5 8.8%	0 0.0%	0 0.0%	2 3.6% b	2 7.1%	4 6.8%	0 0.0%

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

Topic 5: Social Media

How does your firm use social media? (Check all that apply)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	388	137	135	57	57	144	55	57	16	67	44	149	123	100
	100.0%	35.3%	34.8%	14.7%	14.7%	37.1%	14.2%	14.7%	4.1%	17.3%	11.3%	38.4%	31.7%	25.8%
Brand awareness and brand-building	179	62	66	26	25	61	23	32	7	35	18	65	69	42
	46.1%	45.3%	48.9%	45.6%	43.9%	42.4%	41.8%	56.1%	43.8%	52.2%	40.9%	43.6% b	56.1% ac	42.0% b
Acquiring new customers	122	37	41	21	23	47	16	21	4	21	11	39	42	38
	31.4%	27.0%	30.4%	36.8%	40.4%	32.6%	29.1%	36.8%	25.0%	31.3%	25.0%	26.2% c	34.1%	38.0% a
Introducing new products and services	112	41	37	20	14	34	17	18	4	25	13	42	46	21
	28.9%	29.9%	27.4%	35.1%	24.6%	23.6% e	30.9%	31.6%	25.0%	37.3% a	29.5%	28.2%	37.4% C	21.0% B
Brand promotions, such as contests, coupons	110	38	37	22	13	40	17	12	3	24	13	34	45	28
	28.4%	27.7%	27.4%	38.6%	22.8%	27.8%	30.9%	21.1%	18.8%	35.8%	29.5%	22.8% b	36.6% a	28.0%
Retaining current customers	110	36	33	19	22	37	14	23	3	20	12	34	40	33
	28.4%	26.3%	24.4% d	33.3%	38.6% b	25.7% c	25.5%	40.4% a	18.8%	29.9%	27.3%	22.8%	32.5%	33.0%
Improving employee engagement	78	24	31	9	14	19	11	16	4	16	10	29	29	18
	20.1%	17.5%	23.0%	15.8%	24.6%	13.2% c	20.0%	28.1% a	25.0%	23.9%	22.7%	19.5%	23.6%	18.0%
Marketing research	57	17	20	10	10	22	8	6	3	9	9	17	19	18
	14.7%	12.4%	14.8%	17.5%	17.5%	15.3%	14.5%	10.5%	18.8%	13.4%	20.5%	11.4%	15.4%	18.0%

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

Topic 5: Social Media

How does your firm use social media? (Check all that apply)

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Identifying new customer groups we currently don't target	53 13.7%	20 14.6%	19 14.1%	9 15.8%	5 8.8%	26 18.1%	7 12.7%	5 8.8%	2 12.5%	9 13.4%	4 9.1%	18 12.1%	14 11.4%	19 19.0%
Identifying new product and service opportunities	43 11.1%	12 8.8%	20 14.8%	4 7.0%	7 12.3%	16 11.1%	5 9.1%	4 7.0%	2 12.5%	9 13.4%	7 15.9%	13 8.7%	15 12.2%	14 14.0%
Improving current products or services	28 7.2%	9 6.6%	12 8.9%	3 5.3%	4 7.0%	12 8.3%	3 5.5%	3 5.3%	0 0.0%	6 9.0%	4 9.1%	9 6.0%	9 7.3%	9 9.0%

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

Topic 5: Social Media

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
We have proven the impact quantitatively	40 18.4%	1 5.6% d	8 29.6% g	3 16.7%	3 42.9% aG	1 25.0% g	0 0.0%	0 0.0% bDeIlm	4 12.5%	1 50.0% G	0 0.0%	6 17.1%	5 27.8%	7 24.1% g	1 16.7% g
We have a good qualitative sense of the impact, but not a quantitative impact	83 38.2%	4 22.2% g	11 40.7%	8 44.4%	2 28.6%	1 25.0%	0 0.0%	10 58.8% a	11 34.4%	0 0.0%	0 0.0%	14 40.0%	5 27.8%	14 48.3%	2 33.3%
We haven't been able to show the impact yet	94 43.3%	13 72.2% BkM	8 29.6% A	7 38.9%	2 28.6%	2 50.0%	1 100.0%	7 41.2%	17 53.1% m	1 50.0%	1 100.0%	15 42.9% a	8 44.4%	8 27.6% Ah	3 50.0%

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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
We have proven the impact quantitatively	12 16.2%	10 12.3% d	9 27.3%	9 31.0% b	13 15.9%	6 20.7%	10 27.8%	2 25.0%	6 15.0%	3 15.8%	10 12.7% c	14 18.2%	15 26.3% a
We have a good qualitative sense of the impact, but not a quantitative impact	27 36.5%	35 43.2%	11 33.3%	10 34.5%	32 39.0%	9 31.0%	14 38.9%	5 62.5%	14 35.0%	7 36.8%	21 26.6% B	36 46.8% A	24 42.1%
We haven't been able to show the impact yet	35 47.3%	36 44.4%	13 39.4%	10 34.5%	37 45.1%	14 48.3%	12 33.3%	1 12.5%	20 50.0%	9 47.4%	48 60.8% BC	27 35.1% A	18 31.6% A

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construction I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transportation N
Current	208	17	26	17	6	4	1	16	33	2	1	32	18	27	6
	5.13	5.15	6.15	6.06	20.70	1.25	0.00	5.71	4.11	2.50	0.00	2.77	5.97	3.22	10.23
	7.54	8.34	8.09	8.06	10.44	2.50	---	8.03	5.11	3.54	---	6.63	5.88	5.50	11.78
		D	D	D	ABCEGH KLM	D		D	Dn			Dn	D	Dn	hkm
In 3 years	205	17	25	17	6	4	1	16	32	2	1	32	18	26	6
	11.61	13.69	13.15	14.26	36.60	6.50	5.00	11.86	8.02	5.00	10.00	4.93	16.06	10.88	16.57
	13.40	13.81	15.04	12.87	13.07	9.43	---	13.63	9.46	7.07	---	10.47	11.22	13.65	17.21
		Dk	Dk	DK	ABCEGHi KLMn	D		D	DL	d		abCDLn	DHK	D	dk

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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
Current	74	75	33	26	78	27	34	8	38	20	75	75	54
	3.59	4.87	7.09	7.72	5.04	3.46	6.79	6.50	4.50	5.85	3.56	5.20	7.39
	5.79	8.23	7.31	9.17	8.83	5.27	7.80	7.23	6.12	7.19	6.49	7.21	8.93
	CD		A	A							C		A
In 3 years	72	74	33	26	75	27	34	8	38	20	74	75	52
	9.12	10.13	17.19	15.64	11.86	7.64	13.81	13.43	11.50	12.92	9.66	10.77	16.05
	10.98	14.09	12.85	15.75	14.94	11.72	13.48	16.37	10.99	13.19	11.48	12.22	16.76
	Cd	c	Ab	a							c	c	ab

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

Topic 6: Mobile Marketing

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

	Total	Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Total	384	36	44	26	12	9	7	30	57	3	4	56	28	59	13
	100.0%	9.4%	11.5%	6.8%	3.1%	2.3%	1.8%	7.8%	14.8%	0.8%	1.0%	14.6%	7.3%	15.4%	3.4%
1=Poorly	47	4	5	2	1	1	1	4	10	0	1	7	5	6	0
	27.6%	30.8%	25.0%	15.4%	20.0%	33.3%	100.0% n	30.8%	38.5%	0.0%	100.0% n	26.9%	29.4%	26.1%	0.0% fj
2=	26	4	2	3	0	1	0	1	3	1	0	2	1	6	2
	15.3%	30.8%	10.0%	23.1%	0.0%	33.3%	0.0%	7.7%	11.5%	50.0%	0.0%	7.7%	5.9%	26.1%	33.3%
3=	24	2	3	2	1	1	0	2	4	0	0	4	1	3	1
	14.1%	15.4%	15.0%	15.4%	20.0%	33.3%	0.0%	15.4%	15.4%	0.0%	0.0%	15.4%	5.9%	13.0%	16.7%
4=	33	0	3	4	1	0	0	1	5	1	0	6	6	6	0
	19.4%	0.0% cil	15.0%	30.8% a	20.0%	0.0%	0.0%	7.7%	19.2%	50.0% a	0.0%	23.1%	35.3% a	26.1%	0.0%
5=	29	3	6	2	1	0	0	3	3	0	0	3	3	1	3
	17.1%	23.1%	30.0% m	15.4%	20.0%	0.0%	0.0%	23.1%	11.5% n	0.0%	0.0%	11.5% n	17.6%	4.3% bN	50.0% hkM
6=	8	0	1	0	1	0	0	2	0	0	0	3	1	0	0
	4.7%	0.0%	5.0%	0.0%	20.0% hm	0.0%	0.0%	15.4% h	0.0% dg	0.0%	0.0%	11.5%	5.9%	0.0% d	0.0%
7=Excellent	3	0	0	0	0	0	0	0	1	0	0	1	0	1	0
	1.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	0.0%	0.0%	3.8%	0.0%	4.3%	0.0%

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

Topic 6: Mobile Marketing

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

	Total	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	386	137	135	57	57	144	55	57	16	67	44	149	123	100
	100.0%	35.5%	35.0%	14.8%	14.8%	37.6%	14.4%	14.9%	4.2%	17.5%	11.5%	40.1%	33.1%	26.9%
1=Poorly	47	23	16	5	3	22	4	4	0	12	5	20	16	10
	27.6%	39.0% cd	27.1%	16.1% a	14.3% a	37.3% cd	20.0%	12.9% ae	0.0% ae	38.7% cd	26.3%	35.1%	25.4%	21.3%
2=	26	9	10	4	3	5	2	8	2	5	4	11	13	1
	15.3%	15.3%	16.9%	12.9%	14.3%	8.5% c	10.0%	25.8% a	25.0%	16.1%	21.1%	19.3% C	20.6% C	2.1% AB
3=	24	9	8	3	4	10	4	4	1	3	2	4	9	11
	14.1%	15.3%	13.6%	9.7%	19.0%	16.9%	20.0%	12.9%	12.5%	9.7%	10.5%	7.0% c	14.3%	23.4% a
4=	33	12	10	9	2	9	6	8	3	5	2	11	11	11
	19.4%	20.3%	16.9%	29.0%	9.5%	15.3%	30.0%	25.8%	37.5%	16.1%	10.5%	19.3%	17.5%	23.4%
5=	29	5	9	8	7	7	4	5	1	6	5	7	9	12
	17.1%	8.5% cD	15.3%	25.8% a	33.3% A	11.9%	20.0%	16.1%	12.5%	19.4%	26.3%	12.3%	14.3%	25.5%
6=	8	0	5	1	2	5	0	0	1	0	1	3	4	1
	4.7%	0.0% bd	8.5% a	3.2%	9.5% a	8.5%	0.0%	0.0%	12.5%	0.0%	5.3%	5.3%	6.3%	2.1%
7=Excellent	3	1	1	1	0	1	0	2	0	0	0	1	1	1
	1.8%	1.7%	1.7%	3.2%	0.0%	1.7%	0.0%	6.5%	0.0%	0.0%	0.0%	1.8%	1.6%	2.1%

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

Topic 6: Mobile Marketing

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Total	384	36	44	26	12	9	7	30	57	3	4	56	28	59	13
	100.0%	9.4%	11.5%	6.8%	3.1%	2.3%	1.8%	7.8%	14.8%	0.8%	1.0%	14.6%	7.3%	15.4%	3.4%
1=Poorly	34	3	4	1	0	1	0	1	6	0	1	7	4	6	0
	19.8%	23.1%	18.2%	7.7%	0.0%	33.3%	0.0%	7.7%	23.1%	0.0%	100.0%	26.9%	23.5%	26.1%	0.0%
				j				j			cgn				j
2=	19	2	2	1	0	0	1	2	3	0	0	1	1	5	1
	11.0%	15.4%	9.1%	7.7%	0.0%	0.0%	100.0%	15.4%	11.5%	0.0%	0.0%	3.8%	5.9%	21.7%	16.7%
			f	f			bchKl		f				F	f	
3=	25	3	3	1	2	1	0	3	3	1	0	2	3	2	1
	14.5%	23.1%	13.6%	7.7%	40.0%	33.3%	0.0%	23.1%	11.5%	50.0%	0.0%	7.7%	17.6%	8.7%	16.7%
4=	40	1	5	7	0	1	0	3	3	1	0	9	5	3	2
	23.3%	7.7%	22.7%	53.8%	0.0%	33.3%	0.0%	23.1%	11.5%	50.0%	0.0%	34.6%	29.4%	13.0%	33.3%
		c		aHm					C						c
5=	33	0	7	2	3	0	0	3	6	0	0	2	4	6	0
	19.2%	0.0%	31.8%	15.4%	60.0%	0.0%	0.0%	23.1%	23.1%	0.0%	0.0%	7.7%	23.5%	26.1%	0.0%
		bD	ak		AK							bD			
6=	16	2	1	1	0	0	0	1	4	0	0	4	0	1	1
	9.3%	15.4%	4.5%	7.7%	0.0%	0.0%	0.0%	7.7%	15.4%	0.0%	0.0%	15.4%	0.0%	4.3%	16.7%
7=Excellent	5	2	0	0	0	0	0	0	1	0	0	1	0	0	1
	2.9%	15.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	0.0%	0.0%	3.8%	0.0%	0.0%	16.7%

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

Topic 6: Mobile Marketing

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

	Total	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	386	137	135	57	57	144	55	57	16	67	44	149	123	100
	100.0%	35.5%	35.0%	14.8%	14.8%	37.6%	14.4%	14.9%	4.2%	17.5%	11.5%	40.1%	33.1%	26.9%
1=Poorly	34	16	12	4	2	19	3	2	0	5	5	14	11	8
	19.8%	27.1%	20.0%	12.5%	9.5%	31.1% C	15.0%	6.5% A	0.0%	16.1%	26.3%	24.6%	17.2%	16.7%
2=	19	7	5	4	3	4	0	5	0	7	3	7	8	4
	11.0%	11.9%	8.3%	12.5%	14.3%	6.6% e	0.0% e	16.1%	0.0%	22.6% ab	15.8%	12.3%	12.5%	8.3%
3=	25	8	9	5	3	11	2	9	1	2	0	6	8	10
	14.5%	13.6%	15.0%	15.6%	14.3%	18.0% f	10.0%	29.0% ef	12.5%	6.5% c	0.0% ac	10.5%	12.5%	20.8%
4=	40	9	15	10	6	11	6	6	5	9	3	14	15	11
	23.3%	15.3%	25.0%	31.3%	28.6%	18.0% D	30.0%	19.4% d	62.5% Acf	29.0%	15.8% d	24.6%	23.4%	22.9%
5=	33	12	11	6	4	9	7	6	1	5	5	6	14	12
	19.2%	20.3%	18.3%	18.8%	19.0%	14.8%	35.0%	19.4%	12.5%	16.1%	26.3%	10.5%	21.9%	25.0%
6=	16	6	5	2	3	6	1	2	1	3	1	9	6	1
	9.3%	10.2%	8.3%	6.3%	14.3%	9.8%	5.0%	6.5%	12.5%	9.7%	5.3%	15.8% c	9.4%	2.1% a
7=Excellent	5	1	3	1	0	1	1	1	0	0	2	1	2	2
	2.9%	1.7%	5.0%	3.1%	0.0%	1.6%	5.0%	3.2%	0.0%	0.0%	10.5%	1.8%	3.1%	4.2%

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

Topic 6: Mobile Marketing

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

	Total	Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Total	384	36	44	26	12	9	7	30	57	3	4	56	28	59	13
	100.0%	9.4%	11.5%	6.8%	3.1%	2.3%	1.8%	7.8%	14.8%	0.8%	1.0%	14.6%	7.3%	15.4%	3.4%
1=Poorly	37	3	4	2	1	1	0	2	6	0	1	7	4	6	0
	21.8%	23.1%	20.0%	15.4%	20.0%	33.3%	0.0%	15.4%	23.1%	0.0%	100.0% n	26.9%	23.5%	26.1%	0.0% j
2=	27	3	4	3	0	0	1	2	4	1	0	2	1	4	2
	15.9%	23.1%	20.0%	23.1%	0.0%	0.0%	100.0% hKl	15.4%	15.4% f	50.0%	0.0%	7.7% F	5.9% f	17.4%	33.3%
3=	26	1	3	0	1	0	0	4	3	1	0	5	2	4	2
	15.3%	7.7%	15.0%	0.0% gin	20.0%	0.0%	0.0%	30.8% c	11.5%	50.0% c	0.0%	19.2%	11.8%	17.4%	33.3% c
4=	48	2	4	5	1	1	0	2	6	0	0	11	8	6	2
	28.2%	15.4%	20.0%	38.5%	20.0%	33.3%	0.0%	15.4%	23.1%	0.0%	0.0%	42.3%	47.1%	26.1%	33.3%
5=	22	2	4	3	2	1	0	3	4	0	0	0	1	2	0
	12.9%	15.4% k	20.0% k	23.1% k	40.0% K	33.3% K	0.0%	23.1% k	15.4% k	0.0%	0.0%	0.0% abcDEgh	5.9%	8.7%	0.0%
6=	8	2	1	0	0	0	0	0	2	0	0	0	1	1	0
	4.7%	15.4% k	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	0.0% a	5.9%	4.3%	0.0%
7=Excellent	2	0	0	0	0	0	0	0	1	0	0	1	0	0	0
	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	0.0%	0.0%	3.8%	0.0%	0.0%	0.0%

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

Topic 6: Mobile Marketing

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

	Total	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	386	137	135	57	57	144	55	57	16	67	44	149	123	100
	100.0%	35.5%	35.0%	14.8%	14.8%	37.6%	14.4%	14.9%	4.2%	17.5%	11.5%	40.1%	33.1%	26.9%
1=Poorly	37	17	13	5	2	20	3	3	0	6	5	16	12	8
	21.8%	28.8%	22.0%	15.6%	10.0%	33.3% c	15.0%	9.7% a	0.0%	19.4%	27.8%	28.1%	18.8%	17.0%
2=	27	10	9	5	3	7	2	7	1	8	2	10	10	7
	15.9%	16.9%	15.3%	15.6%	15.0%	11.7%	10.0%	22.6%	12.5%	25.8%	11.1%	17.5%	15.6%	14.9%
3=	26	8	9	5	4	7	5	6	1	4	3	6	10	9
	15.3%	13.6%	15.3%	15.6%	20.0%	11.7%	25.0%	19.4%	12.5%	12.9%	16.7%	10.5%	15.6%	19.1%
4=	48	13	18	12	5	17	4	10	3	8	5	16	17	15
	28.2%	22.0%	30.5%	37.5%	25.0%	28.3%	20.0%	32.3%	37.5%	25.8%	27.8%	28.1%	26.6%	31.9%
5=	22	7	6	4	5	7	2	3	3	4	2	5	11	6
	12.9%	11.9%	10.2%	12.5%	25.0%	11.7%	10.0%	9.7%	37.5%	12.9%	11.1%	8.8%	17.2%	12.8%
6=	8	3	3	1	1	1	4	1	0	1	1	3	3	2
	4.7%	5.1%	5.1%	3.1%	5.0%	1.7% B	20.0% A	3.2%	0.0%	3.2%	5.6%	5.3%	4.7%	4.3%
7=Excellent	2	1	1	0	0	1	0	1	0	0	0	1	1	0
	1.2%	1.7%	1.7%	0.0%	0.0%	1.7%	0.0%	3.2%	0.0%	0.0%	0.0%	1.8%	1.6%	0.0%

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

Topic 6: Mobile Marketing

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Total	384 100.0%	36 9.4%	44 11.5%	26 6.8%	12 3.1%	9 2.3%	7 1.8%	30 7.8%	57 14.8%	3 0.8%	4 1.0%	56 14.6%	28 7.3%	59 15.4%	13 3.4%
1=Poorly	36 21.1%	4 30.8%	2 9.5% j	1 7.7% j	0 0.0%	1 33.3%	0 0.0%	1 7.7%	7 26.9% j	0 0.0%	1 100.0% bcgn	8 30.8%	4 23.5%	7 30.4%	0 0.0% j
2=	24 14.0%	3 23.1%	3 14.3% f	2 15.4%	1 20.0%	0 0.0%	1 100.0% bhKm	3 23.1%	3 11.5% f	0 0.0%	0 0.0%	2 7.7% F	3 17.6%	2 8.7% f	1 16.7%
3=	18 10.5%	1 7.7% n	1 4.8% dN	1 7.7% n	2 40.0% bk	1 33.3%	0 0.0%	2 15.4% n	2 7.7% N	0 0.0%	0 0.0%	1 3.8% dN	1 5.9% N	2 8.7% N	4 66.7% aBcgHKLM
4=	42 24.6%	2 15.4%	4 19.0% c	7 53.8% bh	0 0.0%	1 33.3%	0 0.0%	3 23.1%	4 15.4% c	0 0.0%	0 0.0%	9 34.6%	5 29.4%	5 21.7%	1 16.7%
5=	31 18.1%	2 15.4%	7 33.3% c	0 0.0% bi	1 20.0%	0 0.0%	0 0.0%	3 23.1%	6 23.1%	1 50.0% c	0 0.0%	3 11.5%	3 17.6%	5 21.7%	0 0.0%
6=	14 8.2%	1 7.7%	3 14.3%	2 15.4%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	3 11.5%	0 0.0%	0 0.0%	2 7.7%	1 5.9%	1 4.3%	0 0.0%
7=Excellent	6 3.5%	0 0.0% i	1 4.8% i	0 0.0% i	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 3.8% i	1 50.0% abchkLm	0 0.0%	1 3.8% i	0 0.0% I	1 4.3% i	0 0.0%

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

Topic 6: Mobile Marketing

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

	Total	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	386	137	135	57	57	144	55	57	16	67	44	149	123	100
	100.0%	35.5%	35.0%	14.8%	14.8%	37.6%	14.4%	14.9%	4.2%	17.5%	11.5%	40.1%	33.1%	26.9%
1=Poorly	36	17	12	5	2	19	4	3	0	5	5	15	10	10
	21.1%	28.8%	20.3%	15.6%	9.5%	31.7%	20.0%	9.7%	0.0%	16.1%	26.3%	26.3%	15.6%	21.3%
						c		a						
2=	24	10	7	5	2	5	1	8	0	8	2	7	13	3
	14.0%	16.9%	11.9%	15.6%	9.5%	8.3%	5.0%	25.8%	0.0%	25.8%	10.5%	12.3%	20.3%	6.4%
						ce		a		a			c	b
3=	18	6	1	4	7	8	0	2	3	2	3	6	6	6
	10.5%	10.2%	1.7%	12.5%	33.3%	13.3%	0.0%	6.5%	37.5%	6.5%	15.8%	10.5%	9.4%	12.8%
		d	cD	b	aB		D	d	Bce	d				
4=	42	11	16	10	5	10	9	7	3	10	3	8	19	15
	24.6%	18.6%	27.1%	31.3%	23.8%	16.7%	45.0%	22.6%	37.5%	32.3%	15.8%	14.0%	29.7%	31.9%
						b	a					bc	a	a
5=	31	11	13	4	3	12	5	6	1	5	2	16	6	8
	18.1%	18.6%	22.0%	12.5%	14.3%	20.0%	25.0%	19.4%	12.5%	16.1%	10.5%	28.1%	9.4%	17.0%
												B	A	
6=	14	3	7	3	1	4	1	3	1	1	3	4	7	3
	8.2%	5.1%	11.9%	9.4%	4.8%	6.7%	5.0%	9.7%	12.5%	3.2%	15.8%	7.0%	10.9%	6.4%
7=Excellent	6	1	3	1	1	2	0	2	0	0	1	1	3	2
	3.5%	1.7%	5.1%	3.1%	4.8%	3.3%	0.0%	6.5%	0.0%	0.0%	5.3%	1.8%	4.7%	4.3%

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

Topic 6: Mobile Marketing

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

	Total	Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Total	384 100.0%	36 9.4%	44 11.5%	26 6.8%	12 3.1%	9 2.3%	7 1.8%	30 7.8%	57 14.8%	3 0.8%	4 1.0%	56 14.6%	28 7.3%	59 15.4%	13 3.4%
1=Poorly	45 26.6%	5 38.5%	6 30.0%	1 7.7% fj	0 0.0%	1 33.3%	1 100.0% cn	4 30.8%	7 26.9%	1 50.0%	1 100.0% cn	7 28.0%	5 29.4%	6 26.1%	0 0.0% fj
2=	34 20.1%	4 30.8%	3 15.0%	5 38.5% l	1 20.0%	2 66.7% hkl	0 0.0%	3 23.1%	4 15.4% e	0 0.0%	0 0.0%	3 12.0% en	1 5.9% cen	5 21.7%	3 50.0% kl
3=	16 9.5%	0 0.0% n	1 5.0%	1 7.7%	1 20.0%	0 0.0%	0 0.0%	1 7.7%	3 11.5%	0 0.0%	0 0.0%	3 12.0%	2 11.8%	2 8.7%	2 33.3% a
4=	37 21.9%	2 15.4%	3 15.0%	3 23.1%	1 20.0%	0 0.0%	0 0.0%	2 15.4%	5 19.2%	0 0.0%	0 0.0%	7 28.0%	4 23.5%	9 39.1%	0 0.0%
5=	27 16.0%	1 7.7%	6 30.0% M	2 15.4%	2 40.0% M	0 0.0%	0 0.0%	1 7.7%	6 23.1% m	1 50.0% M	0 0.0%	3 12.0%	4 23.5% m	0 0.0% BDhIl	1 16.7%
6=	7 4.1%	1 7.7%	1 5.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	2 15.4% h	0 0.0% g	0 0.0%	0 0.0%	1 4.0%	1 5.9%	0 0.0%	0 0.0%
7=Excellent	3 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 4.3%	0 0.0%

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

Topic 6: Mobile Marketing

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

	Total	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	386	137	135	57	57	144	55	57	16	67	44	149	123	100
	100.0%	35.5%	35.0%	14.8%	14.8%	37.6%	14.4%	14.9%	4.2%	17.5%	11.5%	40.1%	33.1%	26.9%
1=Poorly	45	20	17	4	4	22	4	6	0	8	5	19	15	10
	26.6%	33.9% c	29.3%	12.5% a	20.0%	36.7%	20.0%	19.4%	0.0%	25.8%	27.8%	33.3%	23.8%	21.3%
2=	34	12	11	7	4	8	2	9	2	8	5	11	18	4
	20.1%	20.3%	19.0%	21.9%	20.0%	13.3%	10.0%	29.0%	28.6%	25.8%	27.8%	19.3%	28.6% c	8.5% b
3=	16	9	2	3	2	8	4	1	1	1	1	3	5	8
	9.5%	15.3% b	3.4% a	9.4%	10.0%	13.3%	20.0%	3.2%	14.3%	3.2%	5.6%	5.3%	7.9%	17.0%
4=	37	12	15	7	3	12	7	7	0	7	4	14	11	12
	21.9%	20.3%	25.9%	21.9%	15.0%	20.0%	35.0%	22.6%	0.0%	22.6%	22.2%	24.6%	17.5%	25.5%
5=	27	5	9	8	5	7	3	6	2	6	2	8	12	7
	16.0%	8.5% c	15.5%	25.0% a	25.0%	11.7%	15.0%	19.4%	28.6%	19.4%	11.1%	14.0%	19.0%	14.9%
6=	7	0	3	2	2	2	0	0	2	1	1	1	2	4
	4.1%	0.0% d	5.2%	6.3%	10.0% a	3.3% D	0.0% d	0.0% D	28.6% AbCe	3.2% d	5.6%	1.8%	3.2%	8.5%
7=Excellent	3	1	1	1	0	1	0	2	0	0	0	1	0	2
	1.8%	1.7%	1.7%	3.1%	0.0%	1.7%	0.0%	6.5%	0.0%	0.0%	0.0%	1.8%	0.0%	4.3%

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

Topic 6: Mobile Marketing

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Total	384	36	44	26	12	9	7	30	57	3	4	56	28	59	13
	100.0%	9.4%	11.5%	6.8%	3.1%	2.3%	1.8%	7.8%	14.8%	0.8%	1.0%	14.6%	7.3%	15.4%	3.4%
1=Poorly	54	6	8	3	0	2	1	4	7	1	1	8	5	7	1
	32.0%	46.2%	40.0%	23.1%	0.0%	66.7%	100.0%	30.8%	26.9%	50.0%	100.0%	30.8%	29.4%	31.8%	16.7%
2=	27	2	1	3	1	0	0	4	5	0	0	3	1	4	3
	16.0%	15.4%	5.0%	23.1%	20.0%	0.0%	0.0%	30.8%	19.2%	0.0%	0.0%	11.5%	5.9%	18.2%	50.0%
			n									n	n		bkl
3=	21	2	2	3	1	1	0	0	4	0	0	2	0	5	1
	12.4%	15.4%	10.0%	23.1%	20.0%	33.3%	0.0%	0.0%	15.4%	0.0%	0.0%	7.7%	0.0%	22.7%	16.7%
				l		gl		e					cem		l
4=	44	1	4	2	1	0	0	4	6	0	0	12	8	5	0
	26.0%	7.7%	20.0%	15.4%	20.0%	0.0%	0.0%	30.8%	23.1%	0.0%	0.0%	46.2%	47.1%	22.7%	0.0%
		kl										an	an		kl
5=	18	2	4	1	2	0	0	1	3	1	0	0	2	1	1
	10.7%	15.4%	20.0%	7.7%	40.0%	0.0%	0.0%	7.7%	11.5%	50.0%	0.0%	0.0%	11.8%	4.5%	16.7%
		k	k		Km					Km		abDIn		di	k
6=	4	0	1	1	0	0	0	0	1	0	0	0	1	0	0
	2.4%	0.0%	5.0%	7.7%	0.0%	0.0%	0.0%	0.0%	3.8%	0.0%	0.0%	0.0%	5.9%	0.0%	0.0%
7=Excellent	1	0	0	0	0	0	0	0	0	0	0	1	0	0	0
	0.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.8%	0.0%	0.0%	0.0%

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

Topic 6: Mobile Marketing

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

	Total	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	386	137	135	57	57	144	55	57	16	67	44	149	123	100
	100.0%	35.5%	35.0%	14.8%	14.8%	37.6%	14.4%	14.9%	4.2%	17.5%	11.5%	40.1%	33.1%	26.9%
1=Poorly	54	21	21	7	5	25	5	6	0	11	7	21	20	11
	32.0%	35.6%	36.2%	21.9%	25.0%	41.7% cd	25.0%	19.4% a	0.0% af	35.5%	41.2% d	36.8%	31.7%	23.4%
2=	27	12	7	5	3	7	1	9	1	6	3	10	12	5
	16.0%	20.3%	12.1%	15.6%	15.0%	11.7% c	5.0% c	29.0% ab	12.5%	19.4%	17.6%	17.5%	19.0%	10.6%
3=	21	9	7	3	2	6	5	5	2	2	1	8	7	6
	12.4%	15.3%	12.1%	9.4%	10.0%	10.0%	25.0%	16.1%	25.0%	6.5%	5.9%	14.0%	11.1%	12.8%
4=	44	13	18	10	3	17	7	5	3	8	2	13	14	17
	26.0%	22.0%	31.0%	31.3%	15.0%	28.3%	35.0%	16.1%	37.5%	25.8%	11.8%	22.8%	22.2%	36.2%
5=	18	3	4	5	6	3	2	5	1	4	3	4	9	5
	10.7%	5.1% D	6.9% D	15.6%	30.0% AB	5.0%	10.0%	16.1%	12.5%	12.9%	17.6%	7.0%	14.3%	10.6%
6=	4	1	0	2	1	1	0	1	1	0	1	0	1	3
	2.4%	1.7%	0.0%	6.3%	5.0%	1.7%	0.0%	3.2%	12.5%	0.0%	5.9%	0.0%	1.6%	6.4%
7=Excellent	1	0	1	0	0	1	0	0	0	0	0	1	0	0
	0.6%	0.0%	1.7%	0.0%	0.0%	1.7%	0.0%	0.0%	0.0%	0.0%	0.0%	1.8%	0.0%	0.0%

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	Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
															Industry Sector
1=Not At All	70	7	6	5	1	1	0	3	11	0	1	17	5	10	2
	35.2%	43.8%	26.1%	31.3%	20.0%	33.3%	0.0%	20.0% k	35.5%	0.0%	100.0%	51.5% g	27.8%	38.5%	28.6%
2=	33	3	3	5	0	0	1	3	6	0	0	5	1	5	1
	16.6%	18.8%	13.0% f	31.3%	0.0%	0.0%	100.0% bkL	20.0%	19.4%	0.0%	0.0%	15.2% f	5.6% F	19.2%	14.3%
3=	31	2	2	3	1	1	0	4	4	0	0	6	2	5	1
	15.6%	12.5%	8.7%	18.8%	20.0%	33.3%	0.0%	26.7%	12.9%	0.0%	0.0%	18.2%	11.1%	19.2%	14.3%
4=	33	3	5	2	1	1	0	3	7	2	0	1	5	3	0
	16.6%	18.8% i	21.7% ik	12.5% i	20.0%	33.3% k	0.0%	20.0% i	22.6% ik	100.0% abcghKMn	0.0%	3.0% behIl	27.8% k	11.5% I	0.0% i
5=	28	1	7	1	1	0	0	2	3	0	0	3	4	2	3
	14.1%	6.3% n	30.4% km	6.3% n	20.0%	0.0%	0.0%	13.3%	9.7% n	0.0%	0.0%	9.1% bn	22.2%	7.7% bn	42.9% achkm
6=	2	0	0	0	1	0	0	0	0	0	0	0	1	0	0
	1.0%	0.0%	0.0% d	0.0%	20.0% bhkm	0.0%	0.0%	0.0%	0.0% d	0.0%	0.0%	0.0% d	5.6%	0.0% d	0.0%
7=Very Highly	2	0	0	0	0	0	0	0	0	0	0	1	0	1	0
	1.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	3.0%	0.0%	3.8%	0.0%
Mean	2.65	2.25	3.17 k	2.31	3.80 k	2.67	2.00	2.87	2.52	4.00	1.00	2.15 bdl	3.28 k	2.46	3.14

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	30 42.9% cd	28 40.0%	7 20.6% a	5 20.0% a	35 48.6% bC	7 25.9% a	6 18.2% A	2 25.0%	13 35.1%	7 35.0%	31 42.5%	23 32.4%	15 28.8%
2=	14 20.0%	8 11.4%	5 14.7%	6 24.0%	9 12.5%	4 14.8%	9 27.3%	0 0.0%	8 21.6%	3 15.0%	14 19.2%	15 21.1% c	4 7.7% b
3=	11 15.7%	13 18.6%	5 14.7%	2 8.0%	8 11.1% b	8 29.6% a	6 18.2%	1 12.5%	6 16.2%	2 10.0%	10 13.7%	10 14.1%	10 19.2%
4=	10 14.3%	11 15.7%	6 17.6%	6 24.0%	6 8.3% e	5 18.5%	7 21.2%	2 25.0%	9 24.3% a	3 15.0%	8 11.0%	15 21.1%	10 19.2%
5=	5 7.1% Cd	8 11.4%	9 26.5% A	6 24.0% a	11 15.3% e	3 11.1%	4 12.1%	3 37.5% E	1 2.7% aDf	5 25.0% e	9 12.3%	7 9.9%	11 21.2%
6=	0 0.0%	1 1.4%	1 2.9%	0 0.0%	2 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.4%	1 1.9%
7=Very Highly	0 0.0%	1 1.4%	1 2.9%	0 0.0%	1 1.4%	0 0.0%	1 3.0%	0 0.0%	0 0.0%	0 0.0%	1 1.4%	0 0.0%	1 1.9%
Mean	2.23 CD	2.57 c	3.35 Ab	3.08 A	2.43	2.74	2.94	3.50 e	2.38 d	2.80	2.37 c	2.59	3.10 a

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

Topic 7: Marketing Jobs

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

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Percent change	185	14	22	15	5	4	1	16	29	2	1	29	16	23	6
	3.73	6.07	3.14	3.13	8.98	1.25	0.00	5.12	1.96	2.50	20.00	2.96	2.50	6.25	0.83
	9.73	10.76	6.64	11.74	14.71	8.54	---	10.58	8.62	3.54	---	9.01	7.30	13.64	4.92

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

Topic 7: Marketing Jobs

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Percent change	66	65	30	24	68	25	31	7	37	15	68	66	48
	4.19	4.33	3.73	0.79	6.10	2.48	4.67	0.29	1.41	0.80	4.62	2.56	3.89
	9.85	10.67	10.19	5.01	10.85	10.49	10.66	7.78	5.65	8.84	9.05	10.85	9.04
					e				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. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Percent change	184	14	22	15	5	4	1	16	29	2	1	28	16	23	6
	4.11	7.38	5.26	0.47	4.00	10.00	20.00	5.52	0.94	12.50	20.00	7.08	0.14	2.61	5.00
	11.55	14.95	9.98	5.38	6.52	13.54	---	14.51	8.46	17.68	---	12.75	11.98	12.24	13.42
				ei		c			k	c		h			

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

Topic 7: Marketing Jobs

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Percent change	66	65	30	23	68	24	31	7	37	15	67	66	48
	3.62	5.97	2.31	2.64	6.65	3.91	2.26	1.29	1.54	4.33	3.41	5.84	2.66
	9.96	13.26	12.53	8.96	14.35	14.10	8.74	2.21	7.77	7.04	9.97	12.55	12.39
					e				a				

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

Topic 7: Marketing Jobs

How many employees/marketing employees are in your company?

Number / Mean / SD	Total	Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
								Industry Sector							
Number of employees	185	14	23	14	5	4	1	16	29	2	1	29	16	23	6
	5676	3470	1264	19558	2519	1242	200	14106	5435	2100	8	744	1689	10099	1950
	20787	7318	3149	37284	4316	2373	---	35949	20712	1273	---	1663	2501	32138	1769
			c	bK				k				Cg			
Number of marketing employees	174	14	21	14	4	3	1	14	27	2	1	27	15	23	6
	202	48	22	347	18	35	12	1073	67	13	3	46	13	458	13
	1250	94	43	577	28	59	---	3952	193	10	---	188	24	1434	10
			c	bhkl					c			c	c		

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

Topic 7: Marketing Jobs

How many employees/marketing employees are in your company?

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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
Number of employees	66 5092 19604	66 5774 22582	29 9472 26938	24 2425 3978	69 56 79 BCDEF	25 343 777 AcDEF	31 1091 1353 AbDEF	7 3536 2623 ABCf	37 4942 5771 ABCF	14 56763 54074 ABCdE	68 2441 13546 b	65 10504 28572 a	49 3516 16034
Number of marketing employees	62 117 643	59 370 2022	29 178 429	24 34 72	64 4 5 BcDEF	24 13 11 ADEf	30 56 179 aF	7 42 32 AB	33 88 122 ABF	14 2120 4046 AbCE	62 28 125	62 428 1983	47 142 729

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	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Sales and marketing work together on an equal level	148 72.2%	11 64.7%	13 52.0% hmn	13 81.3%	3 60.0%	4 100.0%	1 100.0%	12 66.7%	24 80.0% b	1 50.0%	0 0.0% mn	23 69.7%	11 64.7%	23 85.2% bj	7 100.0% bj
We don't have a sales function	21 10.2%	1 5.9%	6 24.0% Hm	1 6.3%	1 20.0% h	0 0.0%	0 0.0%	1 5.6%	0 0.0% BdIkL	1 50.0% Hm	0 0.0%	5 15.2% h	4 23.5% H	1 3.7% bi	0 0.0%
Sales is within the marketing function	17 8.3%	2 11.8% j	5 20.0%	1 6.3% j	1 20.0%	0 0.0%	0 0.0%	3 16.7%	1 3.3% J	0 0.0%	1 100.0% acHKLMn	2 6.1% J	0 0.0% J	1 3.7% J	0 0.0% j
Sales is in charge of marketing	16 7.8%	3 17.6%	1 4.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	4 13.3%	0 0.0%	0 0.0%	3 9.1%	2 11.8%	1 3.7%	0 0.0%
We have a sales function, but not a marketing function	3 1.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	1 3.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.7%	0 0.0%

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	57 79.2% d	50 67.6%	26 78.8%	15 57.7% a	51 68.0%	18 66.7%	26 78.8%	7 87.5%	28 71.8%	16 80.0%	53 70.7%	56 77.8%	37 69.8%
We don't have a sales function	1 1.4% bcD	9 12.2% a	4 12.1% a	7 26.9% A	5 6.7%	4 14.8%	5 15.2%	1 12.5%	3 7.7%	2 10.0%	9 12.0%	5 6.9%	5 9.4%
Sales is within the marketing function	2 2.8% bd	9 12.2% a	2 6.1%	4 15.4% a	11 14.7%	2 7.4%	1 3.0%	0 0.0%	3 7.7%	0 0.0%	7 9.3%	2 2.8% c	8 15.1% b
Sales is in charge of marketing	9 12.5%	6 8.1%	1 3.0%	0 0.0%	5 6.7%	3 11.1%	1 3.0%	0 0.0%	5 12.8%	2 10.0%	4 5.3%	8 11.1%	3 5.7%
We have a sales function, but not a marketing function	3 4.2%	0 0.0%	0 0.0%	0 0.0%	3 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 2.7%	1 1.4%	0 0.0%

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?

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Total	384	36	44	26	12	9	7	30	57	3	4	56	28	59	13
	100.0%	9.4%	11.5%	6.8%	3.1%	2.3%	1.8%	7.8%	14.8%	0.8%	1.0%	14.6%	7.3%	15.4%	3.4%
Product/service groups	143	14	12	14	4	2	1	14	22	2	0	21	9	22	4
	70.1%	82.4%	50.0%	87.5%	80.0%	50.0%	100.0%	77.8%	75.9%	100.0%	0.0%	63.6%	50.0%	81.5%	57.1%
		b	acm	bjl							c		cm	bl	
Customer groups	61	3	12	2	1	2	0	4	7	0	1	12	9	5	3
	29.9%	17.6%	50.0%	12.5%	20.0%	50.0%	0.0%	22.2%	24.1%	0.0%	100.0%	36.4%	50.0%	18.5%	42.9%
		b	acm	bjl							c		cm	bl	

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?

	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	137 35.5%	135 35.0%	57 14.8%	57 14.8%	144 37.6%	55 14.4%	57 14.9%	16 4.2%	67 17.5%	44 11.5%	149 40.1%	123 33.1%	100 26.9%
Product/service groups	53 74.6%	48 65.8%	25 73.5%	17 65.4%	47 62.7%	18 69.2%	26 78.8%	7 87.5%	28 71.8%	16 80.0%	49 64.5%	51 70.8%	40 78.4%
Customer groups	18 25.4%	25 34.2%	9 26.5%	9 34.6%	28 37.3%	8 30.8%	7 21.2%	1 12.5%	11 28.2%	4 20.0%	27 35.5%	21 29.2%	11 21.6%

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

Topic 8: Marketing Organization

Information about customers and competitors: Is collected on a regular basis

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construc-tion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Total	384 100.0%	36 9.4%	44 11.5%	26 6.8%	12 3.1%	9 2.3%	7 1.8%	30 7.8%	57 14.8%	3 0.8%	4 1.0%	56 14.6%	28 7.3%	59 15.4%	13 3.4%
1=Not at all	3 1.6%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% n	0 0.0%	0 0.0%	1 3.4%	0 0.0%	0 0.0%	1 16.7% h
2=	18 9.9%	1 7.1%	4 17.4% h	0 0.0% i	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0% bIkLn	1 50.0% cHm	0 0.0%	4 13.8% h	4 25.0% H	1 4.5% i	1 16.7% h
3=	17 9.3%	2 14.3%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 18.8%	4 14.3%	0 0.0%	0 0.0%	3 10.3%	1 6.3%	3 13.6%	0 0.0%
4=	20 11.0%	0 0.0% dei	5 21.7%	1 7.1%	2 40.0% ahm	1 33.3% a	0 0.0%	2 12.5%	2 7.1% d	1 50.0% am	0 0.0%	4 13.8%	1 6.3%	1 4.5% di	0 0.0%
5=	36 19.8%	1 7.1%	4 17.4%	3 21.4%	0 0.0%	0 0.0%	0 0.0%	3 18.8%	9 32.1%	0 0.0%	0 0.0%	5 17.2%	6 37.5%	4 18.2%	1 16.7%
6=	36 19.8%	3 21.4%	1 4.3% cdhJ	4 28.6% b	2 40.0% b	1 33.3%	0 0.0%	2 12.5% j	8 28.6% b	0 0.0%	1 100.0% Bgln	7 24.1%	2 12.5% j	5 22.7%	0 0.0% j
7=All the time	52 28.6%	6 42.9%	8 34.8%	6 42.9%	1 20.0%	1 33.3%	1 100.0% l	5 31.3%	5 17.9%	0 0.0%	0 0.0%	5 17.2%	2 12.5%	8 36.4% f	3 50.0%
Mean	5.11	5.29	4.91 c	6.07 bIkL	5.40	5.67	7.00	5.06	5.29 i	3.00 Chm	6.00	4.69 c	4.44 C	5.50 i	4.83

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

Topic 8: Marketing Organization

Information about customers and competitors: Is collected on a regular basis

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	137 35.5%	135 35.0%	57 14.8%	57 14.8%	144 37.6%	55 14.4%	57 14.9%	16 4.2%	67 17.5%	44 11.5%	149 40.1%	123 33.1%	100 26.9%
1=Not at all	0 0.0%	2 3.1%	0 0.0%	1 4.2%	2 3.0%	0 0.0%	0 0.0%	0 0.0%	1 2.7%	0 0.0%	1 1.5%	1 1.6%	1 2.1%
2=	6 9.2%	7 10.9%	3 10.3%	2 8.3%	6 9.1%	3 12.0%	6 19.4% e	1 14.3%	1 2.7% c	1 7.1%	7 10.4%	8 12.5%	3 6.3%
3=	8 12.3%	6 9.4%	0 0.0%	3 12.5%	5 7.6%	4 16.0%	5 16.1%	1 14.3%	2 5.4%	0 0.0%	6 9.0%	7 10.9%	4 8.3%
4=	7 10.8%	8 12.5%	1 3.4%	4 16.7%	9 13.6%	3 12.0%	2 6.5%	0 0.0%	3 8.1%	1 7.1%	12 17.9% b	4 6.3% a	3 6.3%
5=	15 23.1% d	13 20.3%	7 24.1% d	1 4.2% ac	15 22.7%	6 24.0%	5 16.1%	0 0.0%	9 24.3%	1 7.1%	13 19.4%	12 18.8%	11 22.9%
6=	14 21.5%	12 18.8%	7 24.1%	3 12.5%	11 16.7%	4 16.0%	7 22.6%	2 28.6%	8 21.6%	4 28.6%	12 17.9%	14 21.9%	9 18.8%
7=All the time	15 23.1%	16 25.0%	11 37.9%	10 41.7%	18 27.3%	5 20.0%	6 19.4% f	3 42.9%	13 35.1%	7 50.0% c	16 23.9%	18 28.1%	17 35.4%
Mean	5.05	4.92	5.66	5.13	5.03	4.76 f	4.65 ef	5.43	5.54 c	6.00 bc	4.93	5.06	5.40

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

Topic 8: Marketing Organization

Information about customers and competitors: Is shared vertically across different levels of the firm and business units

	Total	Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construc-tion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
												Industry Sector			
Total	384	36	44	26	12	9	7	30	57	3	4	56	28	59	13
	100.0%	9.4%	11.5%	6.8%	3.1%	2.3%	1.8%	7.8%	14.8%	0.8%	1.0%	14.6%	7.3%	15.4%	3.4%
1=Not at all	7	2	0	0	0	1	0	0	0	0	0	1	2	0	1
	3.9%	14.3%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	3.4%	12.5%	0.0%	16.7%
		h	e	e		bcgHm			e	aEn				e	h
2=	19	2	4	0	0	0	0	1	1	0	0	6	3	0	1
	10.5%	14.3%	18.2%	0.0%	0.0%	0.0%	0.0%	6.3%	3.6%	0.0%	0.0%	20.7%	18.8%	0.0%	16.7%
			m									m	m	bkl	
3=	23	1	4	1	1	0	0	2	6	1	0	2	1	3	1
	12.7%	7.1%	18.2%	7.1%	20.0%	0.0%	0.0%	12.5%	21.4%	50.0%	0.0%	6.9%	6.3%	13.6%	16.7%
4=	25	0	3	2	1	0	0	1	6	1	0	7	1	3	0
	13.8%	0.0%	13.6%	14.3%	20.0%	0.0%	0.0%	6.3%	21.4%	50.0%	0.0%	24.1%	6.3%	13.6%	0.0%
		i								a					
5=	44	3	4	3	1	1	0	6	8	0	0	3	6	7	1
	24.3%	21.4%	18.2%	21.4%	20.0%	33.3%	0.0%	37.5%	28.6%	0.0%	0.0%	10.3%	37.5%	31.8%	16.7%
								k				gl	k		
6=	32	0	5	4	1	0	1	5	4	0	1	5	1	5	0
	17.7%	0.0%	22.7%	28.6%	20.0%	0.0%	100.0%	31.3%	14.3%	0.0%	100.0%	17.2%	6.3%	22.7%	0.0%
		cFgJ		a			Ahln	a	fj		Ahln		fj		fj
7=All the time	31	6	2	4	1	1	0	1	3	0	0	5	2	4	2
	17.1%	42.9%	9.1%	28.6%	20.0%	33.3%	0.0%	6.3%	10.7%	0.0%	0.0%	17.2%	12.5%	18.2%	33.3%
		bgh	a					a	a						
Mean	4.66	4.71	4.36	5.57	5.00	4.33	6.00	4.94	4.61	3.50	6.00	4.38	4.06	5.18	4.17
			c	bhikl					c	c		c	cm	l	

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

Topic 8: Marketing Organization

Information about customers and competitors: Is shared vertically across different levels of the firm and business units

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	137	135	57	57	144	55	57	16	67	44	149	123	100
	35.5%	35.0%	14.8%	14.8%	37.6%	14.4%	14.9%	4.2%	17.5%	11.5%	40.1%	33.1%	26.9%
1=Not at all	2	3	1	1	3	1	1	0	1	1	2	4	1
	3.1%	4.8%	3.4%	4.2%	4.5%	4.2%	3.2%	0.0%	2.7%	7.1%	3.0%	6.3%	2.1%
2=	4	9	3	3	4	5	4	1	3	1	9	6	3
	6.2%	14.3%	10.3%	12.5%	6.1% b	20.8% a	12.9%	14.3%	8.1%	7.1%	13.4%	9.4%	6.4%
3=	12	5	3	3	8	2	8	1	2	1	8	9	6
	18.5%	7.9%	10.3%	12.5%	12.1%	8.3%	25.8% e	14.3%	5.4% c	7.1%	11.9%	14.1%	12.8%
4=	11	11	1	2	7	5	5	1	6	1	7	11	7
	16.9%	17.5%	3.4%	8.3%	10.6%	20.8%	16.1%	14.3%	16.2%	7.1%	10.4%	17.2%	14.9%
5=	18	13	8	5	17	3	8	0	11	5	19	13	10
	27.7%	20.6%	27.6%	20.8%	25.8%	12.5%	25.8%	0.0%	29.7%	35.7%	28.4%	20.3%	21.3%
6=	12	14	5	1	13	3	3	2	8	3	11	12	9
	18.5%	22.2% d	17.2%	4.2% b	19.7%	12.5%	9.7%	28.6%	21.6%	21.4%	16.4%	18.8%	19.1%
7=All the time	6	8	8	9	14	5	2	2	6	2	11	9	11
	9.2% cD	12.7% d	27.6% a	37.5% Ab	21.2%	20.8%	6.5%	28.6%	16.2%	14.3%	16.4%	14.1%	23.4%
Mean	4.52	4.52	5.03	4.92	4.91 c	4.38	4.03 ae	5.00	4.92 c	4.79	4.63	4.48	4.98

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

Topic 8: Marketing Organization

Information about customers and competitors: Is shared horizontally across different functions and business units

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Total	384 100.0%	36 9.4%	44 11.5%	26 6.8%	12 3.1%	9 2.3%	7 1.8%	30 7.8%	57 14.8%	3 0.8%	4 1.0%	56 14.6%	28 7.3%	59 15.4%	13 3.4%
1=Not at all	7 3.8%	2 14.3% h	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% a	0 0.0%	0 0.0%	2 6.9%	1 6.3%	0 0.0%	0 0.0%
2=	19 10.4%	1 7.1%	3 13.0%	2 14.3% h	0 0.0%	0 0.0%	0 0.0%	2 12.5%	0 0.0% ckL	0 0.0%	0 0.0%	5 17.2% h	4 25.0% H	2 9.1%	0 0.0%
3=	16 8.8%	2 14.3%	2 8.7%	0 0.0% i	1 20.0%	0 0.0%	0 0.0%	1 6.3%	3 10.7%	1 50.0% cm	0 0.0%	3 10.3%	1 6.3%	1 4.5% i	1 16.7%
4=	36 19.8%	0 0.0% bhin	6 26.1% a	2 14.3%	1 20.0%	0 0.0%	0 0.0%	4 25.0%	10 35.7% am	1 50.0% am	0 0.0%	6 20.7%	3 18.8%	1 4.5% hi	2 33.3% a
5=	49 26.9%	3 21.4%	3 13.0% m	5 35.7%	2 40.0%	1 33.3%	0 0.0%	6 37.5%	8 28.6%	0 0.0%	0 0.0%	5 17.2% m	4 25.0%	10 45.5% bk	1 16.7%
6=	27 14.8%	0 0.0% FJ	5 21.7%	3 21.4%	0 0.0%	0 0.0%	1 100.0% Ahkln	3 18.8%	4 14.3% fj	0 0.0%	1 100.0% Ahkln	4 13.8% fj	1 6.3% fj	5 22.7%	0 0.0% fj
7=All the time	28 15.4%	6 42.9% bGhk	3 13.0% ae	2 14.3%	1 20.0%	2 66.7% bGhklm	0 0.0%	0 0.0% AEn	3 10.7% ae	0 0.0%	0 0.0%	4 13.8% ae	2 12.5% e	3 13.6% e	2 33.3% g
Mean	4.62	4.79	4.48	4.93	4.80	6.33 gh	6.00	4.44 e	4.79 e	3.50	6.00	4.21	4.00 m	5.09 l	5.00

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

Topic 8: Marketing Organization

Information about customers and competitors: Is shared horizontally across different functions and business units

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	137 35.5%	135 35.0%	57 14.8%	57 14.8%	144 37.6%	55 14.4%	57 14.9%	16 4.2%	67 17.5%	44 11.5%	149 40.1%	123 33.1%	100 26.9%
1=Not at all	1 1.5%	5 7.8%	1 3.4%	0 0.0%	1 1.5% b	3 12.0% ae	2 6.5%	0 0.0%	0 0.0% b	0 0.0%	4 6.0%	2 3.1%	0 0.0%
2=	4 6.2%	8 12.5%	4 13.8%	3 12.5%	8 12.1%	2 8.0%	3 9.7%	1 14.3%	3 8.1%	2 14.3%	8 11.9%	7 10.9%	4 8.3%
3=	8 12.3%	5 7.8%	2 6.9%	1 4.2%	7 10.6%	1 4.0%	5 16.1%	1 14.3%	2 5.4%	0 0.0%	9 13.4%	5 7.8%	2 4.2%
4=	15 23.1%	13 20.3%	3 10.3%	5 20.8%	11 16.7%	6 24.0%	6 19.4%	1 14.3%	9 24.3%	2 14.3%	10 14.9%	13 20.3%	11 22.9%
5=	18 27.7%	17 26.6%	9 31.0%	5 20.8%	18 27.3%	5 20.0%	9 29.0%	1 14.3%	12 32.4%	4 28.6%	18 26.9%	18 28.1%	13 27.1%
6=	12 18.5%	9 14.1%	4 13.8%	2 8.3%	9 13.6%	3 12.0%	4 12.9%	2 28.6%	6 16.2%	3 21.4%	7 10.4%	13 20.3%	7 14.6%
7=All the time	7 10.8% d	7 10.9% d	6 20.7%	8 33.3% ab	12 18.2%	5 20.0%	2 6.5%	1 14.3%	5 13.5%	3 21.4%	11 16.4%	6 9.4%	11 22.9%
Mean	4.68	4.31	4.76	5.08	4.70	4.48	4.19	4.71	4.84	5.07	4.42	4.58	5.04

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

Topic 8: Marketing Organization

Information about customers and competitors: Shapes the design of firm strategies

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construc-tion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Total	384 100.0%	36 9.4%	44 11.5%	26 6.8%	12 3.1%	9 2.3%	7 1.8%	30 7.8%	57 14.8%	3 0.8%	4 1.0%	56 14.6%	28 7.3%	59 15.4%	13 3.4%
1=Not at all	3 1.6%	1 7.1%	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 4.5%	0 0.0%
2=	21 11.5%	2 14.3%	3 13.0%	0 0.0% l	0 0.0%	0 0.0%	0 0.0%	0 0.0% l	3 10.7%	0 0.0%	0 0.0%	5 17.2%	5 31.3% cgm	1 4.5%	1 16.7% l
3=	20 11.0%	4 28.6% c	2 8.7%	0 0.0% a	0 0.0%	0 0.0%	0 0.0%	2 12.5%	5 17.9%	0 0.0%	0 0.0%	3 10.3%	1 6.3%	2 9.1%	1 16.7%
4=	37 20.3%	1 7.1% f	6 26.1%	4 28.6%	1 20.0%	1 33.3%	1 100.0% ahlm	6 37.5%	4 14.3% f	1 50.0%	0 0.0%	6 20.7%	2 12.5% f	3 13.6% f	1 16.7%
5=	41 22.5%	3 21.4%	4 17.4%	5 35.7% k	1 20.0%	0 0.0%	0 0.0%	3 18.8%	8 28.6% k	1 50.0%	0 0.0%	2 6.9% chlm	5 31.3% k	7 31.8% k	2 33.3%
6=	35 19.2%	1 7.1% j	5 21.7%	3 21.4%	2 40.0%	1 33.3%	0 0.0%	5 31.3%	3 10.7% j	0 0.0%	1 100.0% ahln	7 24.1%	1 6.3% j	5 22.7%	0 0.0% j
7=All the time	25 13.7%	2 14.3%	3 13.0%	2 14.3%	1 20.0%	1 33.3% g	0 0.0%	0 0.0% e	4 14.3%	0 0.0%	0 0.0%	6 20.7%	2 12.5%	3 13.6%	1 16.7%
Mean	4.63	4.00 c	4.65	5.21 a	5.60	5.67	4.00	4.69	4.43	4.50	6.00	4.72	4.13	4.86	4.33

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

Topic 8: Marketing Organization

Information about customers and competitors: Shapes the design of firm strategies

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	137 35.5%	135 35.0%	57 14.8%	57 14.8%	144 37.6%	55 14.4%	57 14.9%	16 4.2%	67 17.5%	44 11.5%	149 40.1%	123 33.1%	100 26.9%
1=Not at all	0 0.0%	1 1.6%	2 6.9% a	0 0.0%	1 1.5%	0 0.0%	2 6.5%	0 0.0%	0 0.0%	0 0.0%	2 3.0%	0 0.0%	1 2.1%
	c												
2=	9 13.8%	7 10.9%	4 13.8%	1 4.2%	5 7.6%	4 16.0%	5 16.1%	1 14.3%	5 13.5%	1 7.1%	12 17.9% c	7 10.9%	2 4.2% a
3=	8 12.3%	5 7.8% d	1 3.4% d	6 25.0% bc	5 7.6%	4 16.0%	4 12.9%	1 14.3%	6 16.2%	0 0.0%	3 4.5% b	12 18.8% a	5 10.4%
4=	14 21.5%	14 21.9%	4 13.8%	5 20.8%	13 19.7%	4 16.0%	7 22.6%	1 14.3%	7 18.9%	3 21.4%	13 19.4%	14 21.9%	9 18.8%
5=	14 21.5%	12 18.8%	11 37.9%	4 16.7%	17 25.8%	3 12.0%	9 29.0%	1 14.3%	8 21.6%	3 21.4%	12 17.9%	13 20.3%	15 31.3%
6=	9 13.8%	17 26.6%	4 13.8%	5 20.8%	14 21.2%	4 16.0%	4 12.9%	3 42.9%	5 13.5%	5 35.7%	11 16.4%	14 21.9%	9 18.8%
7=All the time	11 16.9%	8 12.5%	3 10.3%	3 12.5%	11 16.7% c	6 24.0% C	0 0.0% aBef	0 0.0%	6 16.2% c	2 14.3% c	14 20.9% b	4 6.3% a	7 14.6%
Mean	4.60	4.75	4.45	4.63	4.91 C	4.68	3.90 AF	4.57	4.54	5.21 C	4.64	4.42	4.88

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

Topic 8: Marketing Organization

Information about customers and competitors: Influences the implementation of firm strategies

	Total	Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
														Industry Sector	
Total	384 100.0%	36 9.4%	44 11.5%	26 6.8%	12 3.1%	9 2.3%	7 1.8%	30 7.8%	57 14.8%	3 0.8%	4 1.0%	56 14.6%	28 7.3%	59 15.4%	13 3.4%
1=Not at all	5 2.8%	2 14.3% k	1 4.3%	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% a	0 0.0%	1 4.5%	0 0.0%
2=	14 7.7%	1 7.1%	1 4.3% l	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	2 7.1% l	0 0.0%	0 0.0%	2 6.9% l	5 31.3% bchkm	1 4.5% l	0 0.0%
3=	21 11.6%	3 21.4%	4 17.4%	0 0.0% F	0 0.0%	0 0.0%	1 100.0% CgHlm	1 6.7% f	1 3.6% Fk	0 0.0%	0 0.0%	7 24.1% h	1 6.3% f	2 9.1% f	1 16.7%
4=	33 18.2%	2 14.3%	4 17.4%	5 35.7% k	1 20.0%	1 33.3%	0 0.0%	5 33.3% k	7 25.0%	1 50.0%	0 0.0%	2 6.9% cg	2 12.5%	2 9.1%	1 16.7%
5=	49 27.1%	3 21.4%	5 21.7%	4 28.6%	1 20.0%	1 33.3%	0 0.0%	2 13.3%	11 39.3%	0 0.0%	0 0.0%	6 20.7%	5 31.3%	9 40.9%	2 33.3%
6=	32 17.7%	0 0.0% dgiJ	5 21.7%	3 21.4%	2 40.0% ah	0 0.0%	0 0.0%	5 33.3% ah	2 7.1% dgJ	1 50.0% a	1 100.0% AHl	6 20.7%	1 6.3% j	4 18.2%	1 16.7%
7=All the time	27 14.9%	3 21.4%	3 13.0%	2 14.3%	1 20.0%	1 33.3%	0 0.0%	1 6.7%	4 14.3%	0 0.0%	0 0.0%	6 20.7%	2 12.5%	3 13.6%	1 16.7%
Mean	4.72	4.07	4.65	5.14	5.60	5.33	3.00	4.80	4.68	5.00	6.00	4.86	4.13	4.86	5.00

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

Topic 8: Marketing Organization

Information about customers and competitors: Influences the implementation of firm strategies

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	137 35.5%	135 35.0%	57 14.8%	57 14.8%	144 37.6%	55 14.4%	57 14.9%	16 4.2%	67 17.5%	44 11.5%	149 40.1%	123 33.1%	100 26.9%
1=Not at all	2 3.1%	1 1.6%	2 6.9%	0 0.0%	2 3.1%	0 0.0%	2 6.5%	0 0.0%	1 2.7%	0 0.0%	3 4.5%	1 1.6%	1 2.1%
2=	7 10.8%	3 4.7%	3 10.3%	1 4.3%	3 4.6% b	5 20.0% a	4 12.9%	0 0.0%	2 5.4%	0 0.0%	9 13.6%	3 4.7%	2 4.2%
3=	5 7.7%	11 17.2%	1 3.4%	4 17.4%	7 10.8%	3 12.0%	3 9.7%	2 28.6%	5 13.5%	1 7.1%	3 4.5% B	13 20.3% A	5 10.4%
4=	15 23.1%	8 12.5%	4 13.8%	6 26.1%	10 15.4%	4 16.0%	9 29.0% f	0 0.0%	8 21.6%	0 0.0% c	11 16.7%	15 23.4%	6 12.5%
5=	19 29.2%	14 21.9%	11 37.9%	5 21.7%	16 24.6%	5 20.0%	9 29.0%	3 42.9%	9 24.3%	7 50.0%	13 19.7%	18 28.1%	16 33.3%
6=	7 10.8% b	17 26.6% a	5 17.2%	3 13.0%	17 26.2% b	1 4.0% a	4 12.9%	1 14.3%	6 16.2%	3 21.4%	15 22.7%	7 10.9%	10 20.8%
7=All the time	10 15.4%	10 15.6%	3 10.3%	4 17.4%	10 15.4% c	7 28.0% C	0 0.0% aBdef	1 14.3% c	6 16.2% c	3 21.4% c	12 18.2%	7 10.9%	8 16.7%
Mean	4.58	4.91	4.59	4.74	4.94 C	4.60	4.00 AF	4.86	4.73	5.50 C	4.74	4.48	5.00

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

Topic 8: Marketing Organization

<u>Information about customers and competitors: Impacts the evaluation of firm strategies</u>

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Total	384	36	44	26	12	9	7	30	57	3	4	56	28	59	13
	100.0%	9.4%	11.5%	6.8%	3.1%	2.3%	1.8%	7.8%	14.8%	0.8%	1.0%	14.6%	7.3%	15.4%	3.4%
1=Not at all	5	1	0	0	0	0	0	0	0	0	0	0	1	1	1
	2.8%	7.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	4.5%	16.7%
									n			n			hk
2=	13	2	1	0	0	0	0	0	3	0	0	4	3	0	0
	7.2%	14.3%	4.3%	0.0%	0.0%	0.0%	0.0%	0.0%	10.7%	0.0%	0.0%	13.8%	18.8%	0.0%	0.0%
													m	l	
3=	19	0	3	1	0	0	1	3	2	0	0	5	1	2	1
	10.5%	0.0%	13.0%	7.1%	0.0%	0.0%	100.0%	20.0%	7.1%	0.0%	0.0%	17.2%	6.3%	9.1%	16.7%
		F	f	f			AbcHlm		F				f	f	
4=	40	7	6	2	2	1	0	4	8	0	0	4	3	3	0
	22.1%	50.0%	26.1%	14.3%	40.0%	33.3%	0.0%	26.7%	28.6%	0.0%	0.0%	13.8%	18.8%	13.6%	0.0%
		kmn										a		a	a
5=	49	1	4	6	1	1	0	2	9	2	0	6	6	10	1
	27.1%	7.1%	17.4%	42.9%	20.0%	33.3%	0.0%	13.3%	32.1%	100.0%	0.0%	20.7%	37.5%	45.5%	16.7%
		cIm	im	a				im		Abgk		i		abg	
6=	29	0	6	3	1	0	0	5	3	0	1	4	0	3	2
	16.0%	0.0%	26.1%	21.4%	20.0%	0.0%	0.0%	33.3%	10.7%	0.0%	100.0%	13.8%	0.0%	13.6%	33.3%
		bgJn	al					al	j		AhkLm	j	bgJn	j	al
7=All the time	26	3	3	2	1	1	0	1	3	0	0	6	2	3	1
	14.4%	21.4%	13.0%	14.3%	20.0%	33.3%	0.0%	6.7%	10.7%	0.0%	0.0%	20.7%	12.5%	13.6%	16.7%
Mean	4.69	4.21	4.87	5.21	5.20	5.33	3.00	4.80	4.57	5.00	6.00	4.66	4.13	4.91	4.67

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

Topic 8: Marketing Organization

Information about customers and competitors: Impacts the evaluation of firm strategies

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Total	137	135	57	57	144	55	57	16	67	44	149	123	100
	35.5%	35.0%	14.8%	14.8%	37.6%	14.4%	14.9%	4.2%	17.5%	11.5%	40.1%	33.1%	26.9%
1=Not at all	1	1	3	0	1	2	1	0	1	0	2	2	1
	1.5%	1.6%	10.3%	0.0%	1.5%	8.0%	3.2%	0.0%	2.7%	0.0%	3.0%	3.1%	2.1%
2=	6	4	2	1	3	2	5	1	2	0	7	3	3
	9.2%	6.3%	6.9%	4.3%	4.6%	8.0%	16.1%	14.3%	5.4%	0.0%	10.6%	4.7%	6.3%
3=	9	5	0	5	6	3	2	2	4	1	4	11	4
	13.8%	7.8%	0.0%	21.7%	9.2%	12.0%	6.5%	28.6%	10.8%	7.1%	6.1%	17.2%	8.3%
	c		ad	c							b	a	
4=	15	15	4	6	14	6	10	0	8	1	16	15	8
	23.1%	23.4%	13.8%	26.1%	21.5%	24.0%	32.3%	0.0%	21.6%	7.1%	24.2%	23.4%	16.7%
5=	17	16	12	4	18	5	10	2	10	4	12	17	18
	26.2%	25.0%	41.4%	17.4%	27.7%	20.0%	32.3%	28.6%	27.0%	28.6%	18.2%	26.6%	37.5%
											c		a
6=	8	13	5	3	13	1	3	1	6	5	13	9	7
	12.3%	20.3%	17.2%	13.0%	20.0%	4.0%	9.7%	14.3%	16.2%	35.7%	19.7%	14.1%	14.6%
						f	f			bc			
7=All the time	9	10	3	4	10	6	0	1	6	3	12	7	7
	13.8%	15.6%	10.3%	17.4%	15.4%	24.0%	0.0%	14.3%	16.2%	21.4%	18.2%	10.9%	14.6%
					c	C	aBdef	c	c	c			
Mean	4.55	4.88	4.62	4.65	4.91	4.48	4.03	4.43	4.78	5.57	4.76	4.52	4.83
					C		AeF		c	C			

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
Brand	179 86.5%	16 94.1%	22 88.0%	16 100.0%	4 80.0%	3 75.0%	1 100.0%	16 88.9%	26 83.9%	2 100.0%	1 100.0%	26 78.8%	15 83.3%	23 85.2%	6 85.7%
Social media	159 76.8%	14 82.4%	17 68.0% l	13 81.3%	5 100.0%	2 50.0% l	1 100.0%	15 83.3%	22 71.0%	2 100.0%	0 0.0% L	22 66.7%	22 94.4% l beJk	17 77.8%	21 85.7%
Advertising	158 76.3%	15 88.2% jk	18 72.0% l	12 75.0% l	4 80.0%	3 75.0% l	1 100.0%	16 88.9% jk	22 71.0% l	2 100.0%	0 0.0% agL	19 57.6% agL	18 100.0% bcehJKmn	21 77.8% l	5 71.4% l
Public relations	145 70.0%	15 88.2% fk	19 76.0%	10 62.5%	4 80.0%	3 75.0%	0 0.0% a	13 72.2%	21 67.7%	2 100.0%	1 100.0%	20 60.6% a	12 66.7%	19 70.4%	4 57.1%
Promotion	143 69.1%	10 58.8%	17 68.0%	13 81.3%	3 60.0%	4 100.0%	0 0.0%	14 77.8%	22 71.0%	2 100.0%	0 0.0%	21 63.6%	12 66.7%	17 63.0%	6 85.7%
Positioning	140 67.6%	10 58.8%	18 72.0% i	11 68.8%	4 80.0%	1 25.0% hm	1 100.0%	10 55.6%	24 77.4% ei	0 0.0% bhm	0 0.0%	23 69.7%	9 50.0% m	22 81.5% eil	5 71.4%
Marketing research	124 59.9%	9 52.9%	10 40.0% Ghm	9 56.3%	3 60.0%	2 50.0%	1 100.0%	15 83.3% Bikn	23 74.2% bin	0 0.0% gh	1 100.0%	17 51.5% g	12 66.7%	19 70.4% b	2 28.6% gh
Lead generation	121 58.5%	9 52.9% Cm	16 64.0% C	1 6.3% ABDEfGH jKlMn	5 100.0% Cil	3 75.0% C	1 100.0% c	11 61.1% C	20 64.5% C	0 0.0% dM	1 100.0% c	21 63.6% C	7 38.9% cdM	23 85.2% aCILn	3 42.9% cm
Marketing analytics	119 57.5%	10 58.8%	11 44.0% dh	10 62.5%	5 100.0% bik	2 50.0%	1 100.0%	11 61.1%	22 71.0% biK	0 0.0% dh	1 100.0%	12 36.4% dHm	10 55.6%	19 70.4% k	4 57.1%

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	Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construction I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transportation N
Customer Insight	105 50.7%	7 41.2% c	8 32.0% C	13 81.3% aBhin	3 60.0%	3 75.0%	0 0.0%	11 61.1%	13 41.9% c	0 0.0%	1 100.0% c	17 51.5%	11 61.1%	15 55.6%	2 28.6% c
Competitive intelligence	87 42.0%	8 47.1%	6 24.0% dh	7 43.8%	4 80.0% bl	1 25.0%	1 100.0%	9 50.0%	17 54.8% b	0 0.0%	1 100.0%	15 45.5%	5 27.8% d	10 37.0%	2 28.6%
Customer relationship management	85 41.1%	7 41.2%	13 52.0% c	3 18.8% bdk	4 80.0% chn	2 50.0%	0 0.0%	8 44.4%	9 29.0% dk	0 0.0%	1 100.0%	19 57.6% chn	7 38.9%	10 37.0%	1 14.3% dk
Market entry strategies	73 35.3%	3 17.6% chm	3 12.0% CdfHjkM	9 56.3% aBgl	3 60.0% b	1 25.0%	1 100.0% b	4 22.2% c	15 48.4% aB	0 0.0%	1 100.0% b	12 36.4% b	4 22.2% c	14 51.9% aB	2 28.6%
Revenue Growth	71 34.3%	6 35.3%	7 28.0% c	11 68.8% bGhkm	3 60.0%	1 25.0%	0 0.0%	3 16.7% C	9 29.0% c	0 0.0%	1 100.0%	11 33.3% c	7 38.9%	8 29.6% c	3 42.9%
New products	67 32.4%	2 11.8% Cfhjk	6 24.0% C	13 81.3% ABeGhiKLM	2 40.0%	1 25.0% c	1 100.0% aM	3 16.7% C	13 41.9% acM	0 0.0% c	1 100.0% aM	13 39.4% aCM	6 33.3% Cm	2 7.4% CFHJKln	3 42.9% m
Pricing	55 26.6%	2 11.8% cj	6 24.0%	7 43.8% am	2 40.0%	2 50.0%	0 0.0%	3 16.7%	10 32.3%	0 0.0%	1 100.0% am	9 27.3%	7 38.9%	4 14.8% cj	1 14.3%
Innovation	55 26.6%	4 23.5% C	3 12.0% Cdj	13 81.3% ABGHKLMn	3 60.0% bm	2 50.0%	0 0.0%	3 16.7% C	8 25.8% C	1 50.0%	1 100.0% bm	7 21.2% C	4 22.2% C	3 11.1% Cdj	2 28.6% c

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Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
e-commerce	49	4	2	7	2	2	0	2	13	0	0	3	8	3	3
	23.7%	23.5%	8.0%	43.8%	40.0%	50.0%	0.0%	11.1%	41.9%	0.0%	0.0%	9.1%	44.4%	11.1%	42.9%
			ceHLn	bgKm		bk		chl	BgKm			CeHLn	BgKm	chl	bk
Market selection	49	1	2	6	3	1	0	5	5	0	1	8	4	9	2
	23.7%	5.9%	8.0%	37.5%	60.0%	25.0%	0.0%	27.8%	16.1%	0.0%	100.0%	24.2%	22.2%	33.3%	28.6%
		cdjm	cDJm	ab	aBh				dj		aBh			ab	
Sales	44	4	6	5	2	2	0	4	3	0	1	12	2	2	1
	21.3%	23.5%	24.0%	31.3%	40.0%	50.0%	0.0%	22.2%	9.7%	0.0%	100.0%	36.4%	11.1%	7.4%	14.3%
				m		hm			ejk		hlM	hm	j	ceJk	
Customer service	26	3	3	0	1	1	0	1	4	0	0	7	5	1	0
	12.6%	17.6%	12.0%	0.0%	20.0%	25.0%	0.0%	5.6%	12.9%	0.0%	0.0%	21.2%	27.8%	3.7%	0.0%
				l									cm	l	
Distribution	12	1	0	0	1	1	0	2	1	0	0	2	3	0	1
	5.8%	5.9%	0.0%	0.0%	20.0%	25.0%	0.0%	11.1%	3.2%	0.0%	0.0%	6.1%	16.7%	0.0%	14.3%
			del		bm	bm							bm	del	
Stock market performance	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0
	0.5%	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%

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

Topic 9: Marketing Leadership

<u>What is marketing primarily responsible for in your firm?</u>

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Brand	179	63	65	32	19	62	23	32	7	35	17	66	66	43
	86.5%	87.5%	86.7%	94.1%	73.1%	80.5%	85.2%	97.0%	87.5%	89.7%	85.0%	86.8%	91.7%	79.6%
				d	c	c		a						
Social media	159	52	56	31	20	54	19	32	8	31	13	54	57	45
	76.8%	72.2%	74.7%	91.2%	76.9%	70.1%	70.4%	97.0%	100.0%	79.5%	65.0%	71.1%	79.2%	83.3%
		c	c	ab		C	C	ABeF		c	C			
Advertising	158	56	54	28	20	48	22	32	7	32	15	54	56	45
	76.3%	77.8%	72.0%	82.4%	76.9%	62.3%	81.5%	97.0%	87.5%	82.1%	75.0%	71.1%	77.8%	83.3%
						Ce		Aef		ac	c			
Public relations	145	48	54	25	18	52	18	26	7	29	10	58	49	35
	70.0%	66.7%	72.0%	73.5%	69.2%	67.5%	66.7%	78.8%	87.5%	74.4%	50.0%	76.3%	68.1%	64.8%
								f			c			
Promotion	143	53	51	25	14	51	17	25	7	30	11	53	52	36
	69.1%	73.6%	68.0%	73.5%	53.8%	66.2%	63.0%	75.8%	87.5%	76.9%	55.0%	69.7%	72.2%	66.7%
Positioning	140	50	52	22	16	52	15	25	7	27	11	54	44	38
	67.6%	69.4%	69.3%	64.7%	61.5%	67.5%	55.6%	75.8%	87.5%	69.2%	55.0%	71.1%	61.1%	70.4%
Marketing research	124	48	45	19	12	40	17	23	5	27	10	47	40	35
	59.9%	66.7%	60.0%	55.9%	46.2%	51.9%	63.0%	69.7%	62.5%	69.2%	50.0%	61.8%	55.6%	64.8%
Lead generation	121	52	47	10	12	52	16	20	4	16	12	51	32	35
	58.5%	72.2%	62.7%	29.4%	46.2%	67.5%	59.3%	60.6%	50.0%	41.0%	60.0%	67.1%	44.4%	64.8%
		Cd	C	AB	a	E				A		B	Ac	b
Marketing analytics	119	48	38	22	11	43	15	23	5	22	10	38	40	38
	57.5%	66.7%	50.7%	64.7%	42.3%	55.8%	55.6%	69.7%	62.5%	56.4%	50.0%	50.0%	55.6%	70.4%
		d			a							c		a

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Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Customer Insight	105	38	33	23	11	34	15	14	4	26	11	37	34	32
	50.7%	52.8%	44.0%	67.6%	42.3%	44.2%	55.6%	42.4%	50.0%	66.7%	55.0%	48.7%	47.2%	59.3%
			c	b		e		e		ac				
Competitive intelligence	87	39	31	10	7	29	11	14	4	18	9	33	30	22
	42.0%	54.2%	41.3%	29.4%	26.9%	37.7%	40.7%	42.4%	50.0%	46.2%	45.0%	43.4%	41.7%	40.7%
		cd		a	a									
Customer relationship management	85	26	33	13	13	37	12	16	3	12	5	36	25	24
	41.1%	36.1%	44.0%	38.2%	50.0%	48.1%	44.4%	48.5%	37.5%	30.8%	25.0%	47.4%	34.7%	44.4%
Market entry strategies	73	35	22	12	4	25	15	12	3	13	5	30	25	16
	35.3%	48.6%	29.3%	35.3%	15.4%	32.5%	55.6%	36.4%	37.5%	33.3%	25.0%	39.5%	34.7%	29.6%
		bD	a		A	b	af				b			
Revenue Growth	71	21	22	19	9	26	8	13	2	16	6	27	19	25
	34.3%	29.2%	29.3%	55.9%	34.6%	33.8%	29.6%	39.4%	25.0%	41.0%	30.0%	35.5%	26.4%	46.3%
		C	C	AB									c	b
New products	67	28	16	17	6	27	7	10	5	12	6	27	23	17
	32.4%	38.9%	21.3%	50.0%	23.1%	35.1%	25.9%	30.3%	62.5%	30.8%	30.0%	35.5%	31.9%	31.5%
		b	aC	Bd	c									
Pricing	55	21	15	16	3	25	6	9	0	11	4	22	13	20
	26.6%	29.2%	20.0%	47.1%	11.5%	32.5%	22.2%	27.3%	0.0%	28.2%	20.0%	28.9%	18.1%	37.0%
			C	BD	C								c	b
Innovation	55	19	19	15	2	19	5	9	2	13	7	17	23	15
	26.6%	26.4%	25.3%	44.1%	7.7%	24.7%	18.5%	27.3%	25.0%	33.3%	35.0%	22.4%	31.9%	27.8%
		d		D	aC									

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
e-commerce	49	19	9	13	8	11	8	14	2	8	6	6	22	21
	23.7%	26.4%	12.0%	38.2%	30.8%	14.3%	29.6%	42.4%	25.0%	20.5%	30.0%	7.9%	30.6%	38.9%
		b	aCd	B	b	C		Ae		c		BC	A	A
Market selection	49	20	16	10	3	23	6	6	2	8	4	17	14	18
	23.7%	27.8%	21.3%	29.4%	11.5%	29.9%	22.2%	18.2%	25.0%	20.5%	20.0%	22.4%	19.4%	33.3%
Sales	44	11	18	9	6	23	5	3	1	8	4	15	14	15
	21.3%	15.3%	24.0%	26.5%	23.1%	29.9%	18.5%	9.1%	12.5%	20.5%	20.0%	19.7%	19.4%	27.8%
						c		a						
Distribution	12	3	4	3	2	4	2	0	0	5	1	6	4	2
	5.8%	4.2%	5.3%	8.8%	7.7%	5.2%	7.4%	0.0%	0.0%	12.8%	5.0%	7.9%	5.6%	3.7%
								e		c				
Stock market performance	1	0	0	1	0	0	0	0	0	1	0	0	1	0
	0.5%	0.0%	0.0%	2.9%	0.0%	0.0%	0.0%	0.0%	0.0%	2.6%	0.0%	0.0%	1.4%	0.0%

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

Topic 9: Marketing Leadership

How many direct and indirect reports do you have?

Number Mean SD	Total	Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
How many direct reports do you have?	184 5.02 4.06	14 5.59 5.09	23 5.26 4.65	15 6.13 5.99	5 4.80 3.56	4 4.25 2.75	1 8.00 ---	16 4.31 3.57	29 5.24 3.62	2 5.50 0.71	1 0.00 ---	28 3.71 3.05 l	15 6.89 4.80 k	23 4.61 2.78	6 5.00 4.98
How many indirect reports (dotted-line) reports do you have?	170 24.59 44.70	14 46.67 67.61 km	21 29.65 52.91	15 29.51 58.75	5 31.80 30.94 m	4 68.00 68.41 KlM	1 4.00 ---	14 26.62 52.75	26 32.10 51.28	2 25.00 7.07	1 0.00 ---	25 10.32 19.77 aE	15 17.47 28.37 e	21 9.57 12.05 adE	5 9.60 7.23

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 A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
How many direct	66	66	29	23	68	25	31	7	36	15	67	65	49
reports do you have?	5.75	3.86	6.34	4.57	3.35	5.73	5.55	7.14	6.76	5.13	4.16	5.59	5.53
	4.15	2.81	5.58	3.86	3.39	3.95	3.64	4.26	4.70	3.64	3.18	4.89	3.83
	B	AC	B		BCDE	A	A	A	A		bc	a	a
How many indirect	58	60	30	22	62	22	28	7	34	15	64	60	43
reports (dotted-line)	22.73	21.93	27.29	33.06	9.53	8.64	20.29	39.57	59.05	36.09	24.28	23.92	24.79
reports do you have?	43.40	42.09	45.76	54.63	26.80	9.91	32.54	31.70	64.82	61.81	49.03	44.71	37.90
					DEf	DEf	E	AB	ABC	ab			

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

Topic 9: Marketing Leadership

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

Number Mean SD	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
In your current role?	186	14	23	15	5	4	1	16	29	2	1	29	16	23	6
	6.02	4.86	6.80	4.31	6.20	7.04	10.00	4.13	6.54	5.50	2.00	8.39	8.25	2.70	6.17
	5.09	4.61	5.79	5.10	4.82	8.13	---	2.60	4.87	3.54	---	6.38	4.58	2.61	2.93
			M	kl	m	m		kL	M			cgM	cGM	BdeHKLN	M
In any role?	142	12	16	14	4	3	1	9	22	2	1	25	10	18	4
	11.41	6.42	10.63	8.14	5.00	1.67	5.00	9.94	9.66	21.50	2.00	14.37	16.60	9.61	38.30
	15.28	5.09	9.91	6.42	5.29	1.53	---	7.91	8.41	16.26	---	22.28	10.27	11.77	51.31
		iLn	n	iln		l			n	ac		Ace		n	abchm

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

Topic 9: Marketing Leadership

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
In your current role?	66	66	30	24	69	25	31	7	37	15	68	66	49
	6.26	6.19	5.28	5.85	6.79	7.87	4.92	5.93	4.68	5.62	6.29	5.63	6.33
	5.26	5.22	4.22	5.49	5.82	5.18	3.81	4.73	3.81	5.94	5.58	4.56	5.20
					e	cE	b		aB				
In any role?	48	52	25	17	48	17	28	6	29	12	49	52	38
	9.04	12.81	15.61	7.65	10.25	16.72	8.95	6.25	13.00	12.75	8.73	13.16	12.32
	8.89	16.95	22.69	8.34	17.76	26.19	7.99	5.21	9.92	11.31	9.12	16.79	19.30

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

Topic 9: Marketing Leadership

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Yes	132	7	10	13	4	3	1	10	21	0	0	21	14	24	3
	56.9%	33.3%	37.0%	72.2%	57.1%	60.0%	100.0%	58.8%	58.3%	0.0%	0.0%	58.3%	77.8%	72.7%	42.9%
		cLM	clM	abi						clm			Abi	ABi	
No	100	14	17	5	3	2	0	7	15	3	1	15	4	9	4
	43.1%	66.7%	63.0%	27.8%	42.9%	40.0%	0.0%	41.2%	41.7%	100.0%	100.0%	41.7%	22.2%	27.3%	57.1%
		cLM	clM	abi						clm			Abi	ABi	

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

Topic 9: Marketing Leadership

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

| | Primary Economic Sector | | | | Sales Revenue | | | | | | Internet Sales % | | |
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Yes	48	44	26	14	37	17	23	6	30	17	50	51	28
	58.5%	51.8%	72.2%	48.3%	42.5%	53.1%	62.2%	75.0%	69.8%	77.3%	58.8%	61.4%	47.5%
		c	b		cEF		a		A	A			
No	34	41	10	15	50	15	14	2	13	5	35	32	31
	41.5%	48.2%	27.8%	51.7%	57.5%	46.9%	37.8%	25.0%	30.2%	22.7%	41.2%	38.6%	52.5%
		c	b		cEF		a		A	A			

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

Topic 9: Marketing Leadership

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
+1=Increasing pressure	78 59.1%	3 42.9% b	10 100.0% adeghKLm	9 69.2%	2 50.0% b	1 33.3% b	1 100.0%	6 60.0% b	12 57.1% b	0 0.0%	0 0.0%	9 42.9% B	6 42.9% B	16 66.7% b	2 66.7%
0=About the same amount of pressure	51 38.6%	3 42.9% b	0 0.0% aeghKLm	4 30.8%	1 25.0%	2 66.7% b	0 0.0%	4 40.0% b	8 38.1% b	0 0.0%	0 0.0%	12 57.1% B	8 57.1% B	8 33.3% b	1 33.3%
-1=Decreasing pressure	3 2.3%	1 14.3%	0 0.0%	0 0.0%	1 25.0% km	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0% d	0 0.0%	0 0.0% d	0 0.0%
Mean	0.57	0.29	1.00	0.69	0.25	0.33	1.00	0.60	0.52	---	---	0.43	0.43	0.67	0.67

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

Topic 9: Marketing Leadership

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
+1=Increasing pressure	28 58.3%	23 52.3%	19 73.1%	8 57.1%	23 62.2%	9 52.9%	14 60.9%	3 50.0%	15 50.0%	12 70.6%	25 50.0%	31 60.8%	19 67.9%
0=About the same amount of pressure	18 37.5%	21 47.7%	7 26.9%	5 35.7%	14 37.8%	8 47.1%	8 34.8%	3 50.0%	13 43.3%	5 29.4%	25 50.0%	18 35.3%	8 28.6%
-1=Decreasing pressure	2 4.2%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	2 6.7%	0 0.0%	0 0.0%	2 3.9%	1 3.6%
Mean	0.54	0.52	0.73	0.50	0.62	0.53	0.57	0.50	0.43	0.71	0.50	0.57	0.64

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

Topic 10: Marketing Analytics

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

Number Mean SD	Total	Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
...Do you currently spend on marketing analytics?	230 4.57 4.70	21 4.36 4.59	27 6.05 5.51 l	18 3.40 2.44	7 8.16 4.91 D	5 4.20 4.27 ChL	1 4.00 ---	18 5.61 5.29 l	36 4.19 4.19 d	3 1.67 2.89	1 16.13 ---	35 4.41 5.09	18 2.31 3.34 bDgm	32 5.05 5.12 l	6 3.67 2.16
...Will you spend on marketing analytics in the next three years?	223 21.86 31.95	20 27.57 35.58	26 23.15 30.55	17 30.12 40.91	7 34.10 39.85	5 41.75 45.87 m	1 91.37 ---	18 22.17 32.53	35 18.13 30.69	3 1.67 2.89	1 10.00 ---	33 22.50 33.55	18 16.50 28.39	31 14.89 21.70 e	6 4.83 3.87

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

Topic 10: Marketing Analytics

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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
...Do you currently spend on marketing analytics?	81 4.73 4.99	84 4.93 5.04	35 3.53 3.47	30 4.34 4.10	87 4.65 5.22	32 4.07 5.04	37 4.75 4.53	8 3.63 2.26	43 5.15 4.30	20 4.10 4.05	86 4.33 4.97	82 3.93 4.00 c	58 5.86 4.89 b
...Will you spend on marketing analytics in the next three years?	79 20.88 30.85	81 21.15 30.71	34 26.91 36.83	29 20.62 33.39	84 17.79 28.18 e	31 14.97 26.39 e	36 23.33 32.47	8 18.05 30.49	42 32.43 38.34 ab	19 29.36 38.32	82 25.70 34.86	80 20.89 31.97	57 15.92 24.60

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. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
Percent of projects	222 31.58 31.60	20 31.05 34.60	25 37.48 36.94	18 38.89 33.07	7 61.14 35.10 ghKl	5 43.00 33.47	1 80.00 ---	18 24.72 27.62 d	32 29.22 28.20 d	3 16.67 28.87	1 50.00 ---	34 24.15 28.92 D	18 24.22 28.14 d	32 35.69 32.82	6 25.00 21.68

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

Topic 10: Marketing Analytics

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

Number Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product 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 projects	77	81	35	29	85	30	36	8	41	19	84	79	56
	30.96	28.97	33.23	38.48	27.05	30.50	30.92	40.25	37.27	43.26	23.69	33.94	39.60
	31.68	31.46	28.98	35.16	31.65	33.98	27.89	32.27	31.52	33.41	27.90	31.40	34.36
					f					a	bC	a	A

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

Topic 10: Marketing Analytics

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

	Total	Banking Finance Insur. A	Communications Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construction I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transportation N
Lack of process/tools to measure success through analytics	125 32.2%	15 41.7%	14 31.8%	14 53.8% ehkm	3 25.0%	1 11.1% c	1 14.3%	10 33.3%	15 26.3%	2 66.7% c	1 25.0%	17 30.4% c	12 42.9%	16 27.1% c	3 23.1%
Lack of people who can link marketing analytics to marketing practice	111 28.6%	14 38.9%	15 34.1%	9 34.6%	3 25.0%	1 11.1%	1 14.3%	7 23.3%	19 33.3%	1 33.3%	1 25.0%	12 21.4% l	12 42.9% km	12 20.3% l	4 30.8%
Marketing analytics are not highly relevant to our decisions	64 16.5%	4 11.1%	7 15.9%	3 11.5%	2 16.7%	2 22.2%	0 0.0%	4 13.3%	9 15.8%	1 33.3%	0 0.0%	15 26.8% l	2 7.1% k	10 16.9%	3 23.1%
Marketing analytics does not offer sufficient insight	58 14.9%	2 5.6% gI	5 11.4% i	4 15.4% i	1 8.3% i	0 0.0% i	1 14.3%	7 23.3% a	11 19.3%	2 66.7% AbcdeklN	0 0.0%	10 17.9% i	3 10.7% i	11 18.6%	0 0.0% I
Marketing analytics is overly complex	37 9.5%	2 5.6%	2 4.5%	3 11.5%	1 8.3%	0 0.0%	0 0.0%	3 10.0%	4 7.0%	0 0.0%	0 0.0%	9 16.1%	4 14.3%	8 13.6%	1 7.7%
Marketing analytics does not arrive when needed	29 7.5%	1 2.8% C	5 11.4% k	7 26.9% AhKM	2 16.7% k	0 0.0%	0 0.0%	3 10.0%	5 8.8%	0 0.0%	0 0.0%	1 1.8% c	2 7.1%	2 3.4%	1 7.7% C

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

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Lack of process/tools to measure success through analytics	44 32.1%	46 34.1%	21 36.8%	14 24.6%	42 29.2%	20 36.4%	21 36.8%	5 31.3%	24 35.8%	12 27.3%	45 30.2%	49 39.8%	29 29.0%
Lack of people who can link marketing analytics to marketing practice	43 31.4%	32 23.7%	20 35.1%	16 28.1%	33 22.9% C	16 29.1% c	28 49.1% AbdF	3 18.8% c	24 35.8% f	7 15.9% Ce	35 23.5%	41 33.3%	32 32.0%
Marketing analytics are not highly relevant to our decisions	24 17.5%	24 17.8%	7 12.3%	9 15.8%	34 23.6% Cf	10 18.2%	4 7.0% A	2 12.5%	9 13.4%	3 6.8% a	30 20.1%	18 14.6%	15 15.0%
Marketing analytics does not offer sufficient insight	22 16.1%	22 16.3%	9 15.8%	5 8.8%	15 10.4% b	13 23.6% a	8 14.0%	2 12.5%	11 16.4%	8 18.2%	26 17.4%	23 18.7% c	9 9.0% b
Marketing analytics is overly complex	14 10.2%	14 10.4%	6 10.5%	3 5.3%	15 10.4%	3 5.5%	9 15.8%	0 0.0%	5 7.5%	5 11.4%	16 10.7%	9 7.3%	12 12.0%
Marketing analytics does not arrive when needed	12 8.8%	8 5.9%	7 12.3%	2 3.5%	8 5.6%	4 7.3%	5 8.8%	1 6.3%	7 10.4%	4 9.1%	8 5.4% b	15 12.2% a	6 6.0%

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

Topic 10: Marketing Analytics

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
1=Not At All	40 17.5%	4 19.0%	3 11.1%	2 11.1%	0 0.0%	1 20.0%	0 0.0%	2 11.8%	7 20.0%	2 66.7%	0 0.0%	8 22.2%	5 27.8%	3 9.4%	1 16.7%
2=	32 14.0%	5 23.8%	4 14.8%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	2 11.8%	4 11.4%	0 0.0%	0 0.0%	7 19.4%	2 11.1%	6 18.8%	1 16.7%
3=	30 13.1%	6 28.6%	5 18.5%	1 5.6%	1 14.3%	0 0.0%	0 0.0%	2 11.8%	3 8.6%	0 0.0%	0 0.0%	8 22.2%	0 0.0%	3 9.4%	1 16.7%
4=	37 16.2%	2 9.5%	2 7.4%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	4 23.5%	7 20.0%	0 0.0%	0 0.0%	4 11.1%	7 38.9%	8 25.0%	1 16.7%
5=	43 18.8%	1 4.8%	3 11.1%	7 38.9%	1 14.3%	0 0.0%	0 0.0%	5 29.4%	11 31.4%	1 33.3%	0 0.0%	6 16.7%	2 11.1%	5 15.6%	1 16.7%
6=	30 13.1%	1 4.8%	5 18.5%	5 27.8%	2 28.6%	2 40.0%	1 100.0%	1 5.9%	3 8.6%	0 0.0%	1 100.0%	2 5.6%	1 5.6%	5 15.6%	1 16.7%
7=Very Highly	17 7.4%	2 9.5%	5 18.5%	0 0.0%	3 42.9%	2 40.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	1 2.8%	1 5.6%	2 6.3%	0 0.0%
Mean	3.74	3.10 cDe	4.22 k	4.44 aK	5.86 AgHiKLM n	5.40 ahk	6.00	3.88 d	3.57 De	2.33 d	6.00	3.08 bCDe	3.33 D	3.91 D	3.50 d

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	14	18	4	4	21	7	3	0	6	2	22	14	4
	17.5%	21.2%	11.4%	13.8%	24.1%	21.9%	8.1%	0.0%	14.0%	10.5%	25.9%	17.1%	6.9%
2=	11	13	5	3	14	5	6	1	5	1	16	10	6
	13.8%	15.3%	14.3%	10.3%	16.1%	15.6%	16.2%	12.5%	11.6%	5.3%	18.8%	12.2%	10.3%
3=	8	14	1	7	13	4	5	1	6	1	7	9	13
	10.0%	16.5%	2.9%	24.1%	14.9%	12.5%	13.5%	12.5%	14.0%	5.3%	8.2%	11.0%	22.4%
4=	17	11	8	1	13	4	6	2	8	3	14	14	9
	21.3%	12.9%	22.9%	3.4%	14.9%	12.5%	16.2%	25.0%	18.6%	15.8%	16.5%	17.1%	15.5%
5=	18	11	11	3	10	4	10	1	10	8	15	17	9
	22.5%	12.9%	31.4%	10.3%	11.5%	12.5%	27.0%	12.5%	23.3%	42.1%	17.6%	20.7%	15.5%
6=	9	9	5	7	9	6	4	2	6	3	7	13	10
	11.3%	10.6%	14.3%	24.1%	10.3%	18.8%	10.8%	25.0%	14.0%	15.8%	8.2%	15.9%	17.2%
7=Very Highly	3	9	1	4	7	2	3	1	2	1	4	5	7
	3.8%	10.6%	2.9%	13.8%	8.0%	6.3%	8.1%	12.5%	4.7%	5.3%	4.7%	6.1%	12.1%
Mean	3.66	3.55	4.03	4.14	3.37	3.59	4.03	4.63	3.86	4.42	3.25	3.84	4.22
					f					a	bC	a	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 short-term impact of marketing spend on your business?

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
We prove the impact quantitatively	85 37.1%	6 28.6% m	10 37.0%	8 44.4%	3 50.0%	3 60.0% h	1 100.0%	7 38.9%	6 18.2% eM	0 0.0%	0 0.0%	13 36.1% m	7 38.9%	20 60.6% aHkn	1 14.3% m
We have a good qualitative sense of the impact, but not a quantitative impact	97 42.4%	7 33.3%	13 48.1%	7 38.9%	2 33.3%	2 40.0%	0 0.0%	10 55.6% m	20 60.6% M	2 66.7%	1 100.0%	15 41.7%	6 33.3%	8 24.2% gH	3 42.9%
We haven't been able to show the impact yet	47 20.5%	8 38.1% g	4 14.8%	3 16.7%	1 16.7%	0 0.0%	0 0.0%	1 5.6% an	7 21.2%	1 33.3%	0 0.0%	8 22.2%	5 27.8%	5 15.2%	3 42.9% g

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 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
We prove the impact quantitatively	28 35.0%	31 36.5%	14 41.2%	12 40.0%	27 31.0% F	9 28.1% F	11 31.4% F	4 50.0%	19 44.2% f	15 71.4% ABCe	27 32.1%	29 35.8%	25 42.4%
We have a good qualitative sense of the impact, but not a quantitative impact	38 47.5%	36 42.4%	11 32.4%	12 40.0%	44 50.6% e	14 43.8%	15 42.9%	2 25.0%	13 30.2% a	6 28.6%	39 46.4%	36 44.4%	21 35.6%
We haven't been able to show the impact yet	14 17.5%	18 21.2%	9 26.5%	6 20.0%	16 18.4% f	9 28.1% f	9 25.7% f	2 25.0% f	11 25.6% f	0 0.0% abcde	18 21.4%	16 19.8%	13 22.0%

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

Topic 10: Marketing Analytics

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

	Total	Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor- tation N
														Industry Sector	
We prove the impact quantitatively	79 34.5%	7 33.3%	5 18.5% M	8 44.4%	3 42.9%	3 60.0%	0 0.0%	4 22.2% m	7 21.2% M	0 0.0%	0 0.0%	15 41.7%	7 38.9%	19 59.4% BgHn	1 14.3% m
We have a good qualitative sense of the impact, but not a quantitative impact	108 47.2%	9 42.9%	16 59.3% m	8 44.4%	3 42.9%	2 40.0%	0 0.0%	12 66.7% m	17 51.5%	2 66.7%	1 100.0%	16 44.4%	7 38.9%	10 31.3% bg	4 57.1%
We haven't been able to show the impact yet	42 18.3%	5 23.8%	6 22.2%	2 11.1% f	1 14.3%	0 0.0%	1 100.0% cgkm	2 11.1% f	9 27.3%	1 33.3%	0 0.0%	5 13.9% f	4 22.2%	3 9.4% f	2 28.6%

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

Topic 10: Marketing Analytics

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

	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
We prove the impact quantitatively	25 31.3%	29 34.1%	14 40.0%	11 37.9%	26 29.9% f	8 26.7% f	13 35.1%	3 37.5%	16 37.2%	12 57.1% ab	31 37.3%	27 32.9%	18 30.5%
We have a good qualitative sense of the impact, but not a quantitative impact	39 48.8%	40 47.1%	16 45.7%	13 44.8%	43 49.4%	17 56.7%	15 40.5%	3 37.5%	19 44.2%	9 42.9%	35 42.2%	41 50.0%	30 50.8%
We haven't been able to show the impact yet	16 20.0%	16 18.8%	5 14.3%	5 17.2%	18 20.7% f	5 16.7%	9 24.3% f	2 25.0% f	8 18.6% f	0 0.0% acde	17 20.5%	14 17.1%	11 18.6%

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

Topic 10: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

	Total	Banking Finance Insur. A	Communi-cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct-ion I	Pharmac. J	Service Consult. K	Retail Wholesale L	Tech Software Biotech M	Transpor-tation N
														Industry Sector	
Yes	81 34.9%	6 28.6% m	13 46.4%	6 33.3%	4 57.1%	3 60.0%	1 100.0%	5 27.8% m	8 22.9% M	0 0.0%	0 0.0%	9 25.0% M	4 22.2% m	19 59.4% agHKl	3 42.9%
No	151 65.1%	15 71.4% m	15 53.6%	12 66.7%	3 42.9%	2 40.0%	0 0.0%	13 72.2% m	27 77.1% M	3 100.0%	1 100.0%	27 75.0% M	14 77.8% m	13 40.6% agHKl	4 57.1%

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

Topic 10: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<$25 million A	$26-99 million B	$100-499 million C	$500-999 million D	$1-9.9 billion E	$10+ billion F	0% A	1-10% B	>10% C
Yes	27	30	12	12	23	12	11	3	17	13	23	31	23
	33.3%	35.7%	33.3%	38.7%	25.8%	37.5%	29.7%	37.5%	39.5%	65.0%	26.7%	38.3%	38.3%
					F		f			Ac			
No	54	54	24	19	66	20	26	5	26	7	63	50	37
	66.7%	64.3%	66.7%	61.3%	74.2%	62.5%	70.3%	62.5%	60.5%	35.0%	73.3%	61.7%	61.7%
					F		f			Ac			

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