



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 2018

Deloitte.



AMERICAN MARKETING
ASSOCIATION

cmosurvey.org

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
3=More	174 51.2%	25 67.6% jl	10 45.5%	14 53.8%	9 69.2%	2 33.3%	3 37.5%	13 43.3%	27 58.7%	1 33.3%	26 42.6% a	14 56.0%	21 43.8% a	9 69.2%
2=No Change	126 37.1%	10 27.0%	7 31.8%	11 42.3%	3 23.1%	3 50.0%	2 25.0%	15 50.0% m	16 34.8%	2 66.7%	26 42.6%	10 40.0%	18 37.5%	2 15.4% g
1=Less	40 11.8%	2 5.4% f	5 22.7%	1 3.8% f	1 7.7%	1 16.7%	3 37.5% acghk	2 6.7% f	3 6.5% f	0 0.0%	9 14.8%	1 4.0% f	9 18.8%	2 15.4%
Mean	2.39	2.62 bfjl	2.23 a	2.50	2.62	2.17	2.00 ah	2.37	2.52 f	2.33	2.28 a	2.52	2.25 a	2.54

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	59 52.7%	56 48.7%	28 45.9%	31 59.6%	41 43.6%	28 52.8%	23 50.0%	12 57.1%	47 58.8%	21 50.0%	70 49.6%	52 52.0%	47 55.3%
					e				a				
2=No Change	40 35.7%	42 36.5%	26 42.6%	18 34.6%	43 45.7%	19 35.8%	17 37.0%	5 23.8%	23 28.8%	18 42.9%	54 38.3%	37 37.0%	28 32.9%
					e				a				
1=Less	13 11.6%	17 14.8%	7 11.5%	3 5.8%	10 10.6%	6 11.3%	6 13.0%	4 19.0%	10 12.5%	3 7.1%	17 12.1%	11 11.0%	10 11.8%
Mean	2.41	2.34	2.34	2.54	2.33	2.42	2.37	2.38	2.46	2.43	2.38	2.41	2.44

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 responding Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Optimism rating	340	37	22	26	13	5	8	30	46	3	61	26	48	13
	68.94	68.73	68.18	66.15	73.63	63.58	58.86	72.37	71.34	80.00	66.39	69.54	67.11	77.24
	14.45	12.47	12.87	14.90	11.52	16.38	12.52	14.73	14.74	5.00	15.35	14.75	15.04	12.91
		fm		m	f		adghiM	f	f	f	m		m	acFjl

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 responding 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	113 68.06 16.09	115 68.38 14.97	61 68.54 12.08	51 72.63 11.55	93 65.90 15.27 be	55 71.22 12.50 a	46 69.07 14.53	21 66.33 14.65	79 70.91 15.38 a	42 70.93 11.46	141 69.31 14.81	101 69.89 15.55

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
3=More	218 63.9%	26 70.3%	13 59.1%	14 53.8%	9 69.2%	4 66.7%	5 62.5%	20 66.7%	26 57.8%	1 33.3%	40 65.6%	18 69.2%	32 65.3%	9 69.2%
2=No Change	79 23.2%	8 21.6%	4 18.2%	9 34.6%	3 23.1%	0 0.0%	0 0.0%	7 23.3%	15 33.3%	2 66.7%	14 23.0%	4 15.4%	11 22.4%	2 15.4%
1=Less	44 12.9%	3 8.1%	5 22.7%	3 11.5%	1 7.7%	2 33.3%	3 37.5%	3 10.0%	4 8.9%	0 0.0%	7 11.5%	4 15.4%	6 12.2%	2 15.4%
Mean	2.51	2.62	2.36	2.42	2.62	2.33	2.25	2.57	2.49	2.33	2.54	2.54	2.53	2.54

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

Topic 1: Marketplace Dynamics - Overall Economy and Company

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
3=More	74 65.5%	74 64.3%	34 55.7%	36 69.2%	64 68.1%	31 57.4%	33 71.7%	12 57.1%	52 65.0%	24 57.1%	91 65.0%	61 60.4%	61 70.9%
2=No Change	28 24.8%	26 22.6%	15 24.6%	10 19.2%	17 18.1%	17 31.5%	10 21.7%	5 23.8%	15 18.8%	14 33.3%	29 20.7%	28 27.7%	15 17.4%
1=Less	11 9.7%	15 13.0%	12 19.7%	6 11.5%	13 13.8%	6 11.1%	3 6.5%	4 19.0%	13 16.3%	4 9.5%	20 14.3%	12 11.9%	10 11.6%
Mean	2.56	2.51	2.36	2.58	2.54	2.46	2.65	2.38	2.49	2.48	2.51	2.49	2.59

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 responding Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Optimism rating	341	37	22	26	13	6	8	30	46	3	61	26	48	13
	74.78	76.47	71.47	72.88	73.57	64.14	58.73	78.17	75.41	83.33	73.75	73.00	77.60	79.23
	16.78	15.18	17.17	17.27	18.79	25.36	18.05	12.83	16.12	7.64	15.80	19.99	16.88	17.89
		F				g	AGhJLm	eF	f		f		F	f

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 responding 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	113 76.02 16.58	115 75.11 16.45	61 71.47 17.14	52 75.23 17.46	94 73.76 17.76	55 75.50 16.07	46 77.34 13.66	21 72.49 17.61	79 73.59 18.20	42 77.38 15.39	141 75.13 16.47	101 75.31 16.84

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=1st Priority	49 16.0%	7 23.3%	2 9.5%	7 28.0%	0 0.0%	1 16.7%	3 60.0%	6 21.4%	8 19.0%	1 50.0%	4 7.5%	6 23.1%	2 4.8%	1 7.7%
		jl	f	jL	fi		bdhJLm	l	fl	djl	acFi	l	aCFghik	f
2=2nd Priority	35 11.4%	4 13.3%	4 19.0%	5 20.0%	2 18.2%	0 0.0%	0 0.0%	2 7.1%	5 11.9%	0 0.0%	6 11.3%	3 11.5%	3 7.1%	0 0.0%
3=3rd Priority	54 17.6%	5 16.7%	4 19.0%	3 12.0%	3 27.3%	2 33.3%	0 0.0%	4 14.3%	6 14.3%	1 50.0%	10 18.9%	2 7.7%	8 19.0%	6 46.2%
		m		m				m	m		m	M		acghjK
Mean	2.04	1.88	2.20	1.73	2.60	2.33	1.00	1.83	1.89	2.00	2.30	1.64	2.46	2.71
		m		djlm	ck			m	m		ck	djlm	ck	acghk

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	16 15.5%	13 13.0%	13 23.2%	7 14.9%	12 14.1%	9 17.6%	6 14.6%	3 16.7%	10 13.7%	8 23.5%	18 14.5%	19 20.4%	11 14.3%
2=2nd Priority	11 10.7%	15 15.0%	8 14.3%	1 2.1%	12 14.1%	5 9.8%	8 19.5%	3 16.7%	5 6.8%	2 5.9%	17 13.7%	7 7.5%	8 10.4%
3=3rd Priority	18 17.5%	12 12.0%	12 21.4%	12 25.5%	11 12.9%	12 23.5%	5 12.2%	5 27.8%	12 16.4%	9 26.5%	19 15.3%	18 19.4%	15 19.5%
Mean	2.04	1.98	1.97	2.25	1.97	2.12	1.95	2.18	2.07	2.05	2.02	1.98	2.12

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=1st Priority	77 25.2%	5 16.7%	7 33.3%	11 44.0%	2 18.2%	1 16.7%	0 0.0%	8 28.6%	15 35.7%	1 50.0%	9 17.0%	4 15.4%	12 28.6%	1 7.7%
		c		ajkm					j		ch	c		c
2=2nd Priority	74 24.2%	6 20.0%	5 23.8%	5 20.0%	2 18.2%	1 16.7%	1 20.0%	4 14.3%	13 31.0%	1 50.0%	9 17.0%	8 30.8%	13 31.0%	5 38.5%
3=3rd Priority	61 19.9%	7 23.3%	1 4.8%	2 8.0%	2 18.2%	1 16.7%	2 40.0%	9 32.1%	6 14.3%	0 0.0%	11 20.8%	9 34.6%	9 21.4%	2 15.4%
			fgk	gk			b	bc				bc		
Mean	1.92	2.11	1.54	1.50	2.00	2.00	2.67	2.05	1.74	1.50	2.07	2.24	1.91	2.13
		bc	afk	afgJKm			bch	c	fk		c	bCh		c

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	32 31.1% d	21 21.0%	17 30.4%	7 14.9% a	19 22.4%	11 21.6%	12 29.3%	7 38.9%	21 28.8%	7 20.6%	35 28.2%	23 24.7%	14 18.2%
2=2nd Priority	33 32.0% b	17 17.0% a	15 26.8%	9 19.1%	19 22.4%	8 15.7% ef	7 17.1% e	1 5.6% ef	26 35.6% bcd	12 35.3% bd	25 20.2%	27 29.0%	20 26.0%
3=3rd Priority	18 17.5%	23 23.0%	9 16.1%	11 23.4%	15 17.6%	16 31.4%	8 19.5%	2 11.1%	13 17.8%	5 14.7%	32 25.8% b	11 11.8% a	14 18.2%
Mean	1.83	2.03	1.80	2.15	1.92	2.14 d	1.85	1.50 b	1.87	1.92	1.97	1.80	2.00

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=1st Priority	38 12.4%	1 3.3% gl	3 14.3%	3 12.0%	1 9.1%	0 0.0%	1 20.0%	6 21.4% a	4 9.5%	0 0.0%	4 7.5%	4 15.4%	9 21.4% a	2 15.4%
2=2nd Priority	34 11.1%	1 3.3%	3 14.3%	4 16.0%	1 9.1%	0 0.0%	0 0.0%	3 10.7%	6 14.3%	0 0.0%	5 9.4%	3 11.5%	7 16.7%	1 7.7%
3=3rd Priority	49 16.0%	2 6.7% c	5 23.8% g	8 32.0% aGh	2 18.2%	1 16.7%	0 0.0%	1 3.6% bCj	5 11.9% c	0 0.0%	11 20.8% g	5 19.2%	6 14.3%	2 15.4%
Mean	2.09	2.25	2.18	2.33 g	2.25	3.00	1.00	1.50 cJ	2.07	---	2.35 G	2.08	1.86	2.00

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	1=1st Priority	13 12.6%	13 13.0%	10 17.9% d	2 4.3% c	9 10.6%	9 17.6%	3 7.3%	0 0.0%	11 15.1%	6 17.6%	10 8.1% b	17 18.3% a
2=2nd Priority	12 11.7%	10 10.0%	8 14.3%	4 8.5%	9 10.6%	4 7.8%	7 17.1%	2 11.1%	7 9.6%	4 11.8%	12 9.7%	14 15.1%	7 9.1%
3=3rd Priority	12 11.7% c	19 19.0%	14 25.0% ad	4 8.5% c	18 21.2%	5 9.8%	4 9.8%	3 16.7%	14 19.2%	4 11.8%	18 14.5%	17 18.3%	13 16.9%
Mean	1.97	2.14	2.13	2.20	2.25	1.78	2.07	2.60	2.09	1.86	2.20	2.00	2.10

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=1st Priority	84 27.5%	8 26.7%	5 23.8%	4 16.0%	6 54.5%	2 33.3%	0 0.0%	6 21.4%	11 26.2%	0 0.0%	17 32.1%	6 23.1%	13 31.0%	6 46.2%
2=2nd Priority	84 27.5%	11 36.7%	5 23.8%	8 32.0%	3 27.3%	2 33.3%	0 0.0%	8 28.6%	7 16.7%	1 50.0%	18 34.0%	9 34.6%	8 19.0%	4 30.8%
3=3rd Priority	70 22.9%	5 16.7%	4 19.0%	4 16.0%	2 18.2%	1 16.7%	3 60.0%	8 28.6%	14 33.3%	1 50.0%	11 20.8%	7 26.9%	9 21.4%	0 0.0%
Mean	1.94	1.88	1.93	2.00 m	1.64	1.80	3.00	2.09 m	2.09 m	2.50 m	1.87	2.05 m	1.87	1.40 cghik

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	27 26.2% c	31 31.0% c	7 12.5% abD	19 40.4% C	21 24.7%	18 35.3%	12 29.3%	3 16.7%	20 27.4%	8 23.5%	36 29.0%	20 21.5%	24 31.2%
2=2nd Priority	21 20.4%	30 30.0%	17 30.4%	16 34.0%	24 28.2%	14 27.5%	9 22.0%	8 44.4%	20 27.4%	7 20.6%	34 27.4%	29 31.2%	18 23.4%
3=3rd Priority	32 31.1% bc	19 19.0% a	9 16.1% a	10 21.3%	26 30.6%	9 17.6%	7 17.1%	4 22.2%	15 20.5%	9 26.5%	27 21.8%	19 20.4%	22 28.6%
Mean	2.06	1.85	2.06	1.80	2.07	1.78	1.82	2.07	1.91	2.04	1.91	1.99	1.97

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=1st Priority	58 19.0%	9 30.0%	4 19.0%	0 0.0%	2 18.2%	2 33.3%	1 20.0%	2 7.1%	4 9.5%	0 0.0%	19 35.8%	6 23.1%	6 14.3%	3 23.1%
		Cgh	c	AbdEfJkm	c	C	c	aJ	aJ		CGHI	c	j	c
2=2nd Priority	79 25.8%	8 26.7%	4 19.0%	3 12.0%	3 27.3%	3 50.0%	4 80.0%	11 39.3%	11 26.2%	0 0.0%	15 28.3%	3 11.5%	11 26.2%	3 23.1%
		f	f	eFg		ck	abChjKlm	ck	f		f	eFg	f	f
3=3rd Priority	72 23.5%	11 36.7%	7 33.3%	8 32.0%	2 18.2%	1 16.7%	0 0.0%	6 21.4%	11 26.2%	0 0.0%	10 18.9%	3 11.5%	10 23.8%	3 23.1%
		k										a		
Mean	2.07	2.07	2.20	2.73	2.00	1.83	1.80	2.21	2.27	---	1.80	1.75	2.15	2.00
		c		adEFgJKl	c	C	C	cj	j		Cgh	C	c	c
				m										

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1st Priority	15 14.6%	22 22.0%	9 16.1%	12 25.5%	24 28.2%	4 7.8%	8 19.5%	5 27.8%	11 15.1%	5 14.7%	25 20.2%	14 15.1%	18 23.4%
					Be	Ad		b	a				
2=2nd Priority	26 25.2%	28 28.0%	8 14.3%	17 36.2%	21 24.7%	20 39.2%	10 24.4%	4 22.2%	15 20.5%	9 26.5%	36 29.0%	16 17.2%	24 31.2%
			d	c		e			b		b	ac	b
3=3rd Priority	23 22.3%	27 27.0%	12 21.4%	10 21.3%	15 17.6%	9 17.6%	17 41.5%	4 22.2%	19 26.0%	7 20.6%	28 22.6%	28 30.1%	13 16.9%
					C	c	Ab					c	b
Mean	2.13	2.06	2.10	1.95	1.85	2.15	2.26	1.92	2.18	2.10	2.03	2.24	1.91
					ce		a		a			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’s purchase volume

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
+1=Increase	221 70.4%	22 71.0%	10 47.6% 1	19 76.0%	9 81.8%	4 66.7%	3 60.0%	21 75.0%	30 69.8%	2 100.0%	38 66.7%	18 69.2%	35 79.5% b	9 69.2%
0=No Change	64 20.4%	6 19.4%	5 23.8%	6 24.0%	2 18.2%	1 16.7%	2 40.0%	5 17.9%	9 20.9%	0 0.0%	14 24.6%	4 15.4%	8 18.2%	2 15.4%
-1=Decrease	29 9.2%	3 9.7%	6 28.6% CjL	0 0.0% Bek	0 0.0%	1 16.7% c	0 0.0%	2 7.1%	4 9.3%	0 0.0%	5 8.8% b	4 15.4% cl	1 2.3% Bk	2 15.4%
Mean	0.61	0.61	0.19 CdghjL	0.76 B	0.82 b	0.50	0.60	0.68 b	0.60 b	1.00	0.58 b	0.54	0.77 B	0.54

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	76 72.4%	70 67.3%	41 73.2%	34 69.4%	61 69.3%	39 73.6%	34 79.1%	13 68.4%	50 69.4%	22 62.9%	94 72.3%	67 70.5%	54 68.4%
0=No Change	23 21.9%	21 20.2%	9 16.1%	11 22.4%	22 25.0%	11 20.8%	6 14.0%	3 15.8%	10 13.9%	11 31.4%	21 16.2%	20 21.1%	22 27.8%
-1=Decrease	6 5.7%	13 12.5%	6 10.7%	4 8.2%	5 5.7%	3 5.7%	3 7.0%	3 15.8%	12 16.7%	2 5.7%	15 11.5%	8 8.4%	3 3.8%
Mean	0.67	0.55	0.63	0.61	0.64	0.68	0.72	0.53	0.53	0.57	0.61	0.62	0.65

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
+1=Increase	117 37.1%	13 40.6%	5 23.8%	10 40.0%	4 36.4%	1 16.7%	2 40.0%	11 39.3%	19 44.2%	1 50.0%	15 26.3%	13 50.0%	18 40.9%	4 30.8%
0=No Change	143 45.4%	15 46.9%	10 47.6%	8 32.0% ej	6 54.5%	5 83.3% chkl	3 60.0%	14 50.0%	15 34.9% ej	1 50.0%	33 57.9% chk	8 30.8% ej	17 38.6% e	8 61.5%
-1=Decrease	55 17.5%	4 12.5%	6 28.6%	7 28.0%	1 9.1%	0 0.0%	0 0.0%	3 10.7%	9 20.9%	0 0.0%	9 15.8%	5 19.2%	9 20.5%	1 7.7%
Mean	0.20	0.28	-0.05	0.12	0.27	0.17	0.40	0.29	0.23	0.50	0.11	0.31	0.20	0.23

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	43 40.6%	31 29.8%	24 42.9%	19 38.8%	24 27.0%	21 39.6%	18 41.9%	9 47.4%	28 38.9%	14 40.0%	46 35.1%	40 42.1%	27 34.2%
0=No Change	40 37.7% b	56 53.8% a	21 37.5%	26 53.1%	56 62.9% bcDeF	22 41.5% ad	18 41.9% a	3 15.8% Abe	33 45.8% ad	11 31.4% A	60 45.8%	40 42.1%	39 49.4%
-1=Decrease	23 21.7% d	17 16.3%	11 19.6%	4 8.2% a	9 10.1% Df	10 18.9%	7 16.3%	7 36.8% Ae	11 15.3% d	10 28.6% a	25 19.1%	15 15.8%	13 16.5%
Mean	0.19	0.13	0.23	0.31	0.17	0.21	0.26	0.11	0.24	0.11	0.16	0.26	0.18

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
+1=Increase	199 63.4%	23 71.9% hi	16 76.2% hi	17 68.0%	5 45.5% 1	4 66.7%	2 40.0%	17 60.7%	19 45.2% abL	0 0.0% abL	35 61.4% 1	15 57.7% 1	36 81.8% dfHIjk	10 76.9%
0=No Change	106 33.8%	8 25.0% hi	4 19.0% dhi	7 28.0% i	6 54.5% bL	2 33.3%	3 60.0% 1	10 35.7%	22 52.4% abL	2 100.0% abcL	19 33.3% 1	11 42.3% 1	7 15.9% DfHIjk	3 23.1%
-1=Decrease	9 2.9%	1 3.1%	1 4.8%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%	1 2.4%	0 0.0%	3 5.3%	0 0.0%	1 2.3%	0 0.0%
Mean	0.61	0.69 h	0.71	0.64	0.45 1	0.67	0.40	0.57	0.43 aLm	0.00	0.56 1	0.58	0.80 dHj	0.77 h

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	71 67.6%	68 65.4%	29 51.8%	31 63.3%	52 59.1%	34 64.2%	35 81.4%	13 68.4%	43 59.7%	21 60.0%	87 66.4%	58 61.1%	48 61.5%
					c		aef		c	c			
0=No Change	33 31.4%	32 30.8%	26 46.4%	15 30.6%	34 38.6%	17 32.1%	8 18.6%	3 15.8%	28 38.9%	13 37.1%	39 29.8%	36 37.9%	27 34.6%
					c		ae		c				
-1=Decrease	1 1.0%	4 3.8%	1 1.8%	3 6.1%	2 2.3%	2 3.8%	0 0.0%	3 15.8%	1 1.4%	1 2.9%	5 3.8%	1 1.1%	3 3.8%
					d		D	aCE	D				
Mean	0.67 c	0.62	0.50 a	0.57	0.57 C	0.60 c	0.81 Abef	0.53	0.58 c	0.57 c	0.63	0.60	0.58

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
+1=Increase	166 52.7%	16 50.0%	9 42.9%	10 40.0% l	5 45.5%	5 83.3%	3 60.0%	17 60.7%	22 51.2%	1 50.0%	28 49.1%	12 46.2%	30 68.2% c	7 53.8%
0=No Change	113 35.9%	9 28.1%	9 42.9%	10 40.0%	5 45.5%	1 16.7%	0 0.0%	10 35.7%	20 46.5% l	0 0.0%	25 43.9% l	11 42.3%	10 22.7% hj	3 23.1%
-1=Decrease	36 11.4%	7 21.9% gHj	3 14.3%	5 20.0% h	1 9.1%	0 0.0%	2 40.0% gHj	1 3.6% afi	1 2.3% AcFI	1 50.0% gHj	4 7.0% afi	3 11.5%	4 9.1%	3 23.1% h
Mean	0.41	0.28	0.29	0.20 gl	0.36	0.83	0.20	0.57 c	0.49	0.00	0.42	0.35	0.59 c	0.31

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	52 49.1%	57 54.8%	27 48.2%	30 61.2%	48 53.9%	30 56.6%	22 51.2%	12 63.2%	32 44.4%	22 62.9%	68 51.9%	46 48.4%	46 58.2%
0=No Change	42 39.6%	37 35.6%	20 35.7%	14 28.6%	35 39.3%	19 35.8%	18 41.9%	4 21.1%	26 36.1%	9 25.7%	48 36.6%	40 42.1%	23 29.1%
-1=Decrease	12 11.3%	10 9.6%	9 16.1%	5 10.2%	6 6.7%	4 7.5%	3 7.0%	3 15.8%	14 19.4%	4 11.4%	15 11.5%	9 9.5%	10 12.7%
Mean	0.38	0.45	0.32	0.51	0.47 e	0.49	0.44	0.47	0.25 a	0.51	0.40	0.39	0.46

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
+1=Increase	149 47.5%	17 53.1% h	12 57.1% h	14 56.0% H	6 54.5%	4 66.7% h	4 80.0% h	11 39.3%	10 23.8%	1 50.0%	25 43.9% h	11 42.3%	27 61.4% H	7 53.8% h
0=No Change	132 42.0%	9 28.1% gH	6 28.6% H	8 32.0% H	5 45.5%	0 0.0% gHj	1 20.0% h	15 53.6% ae	28 66.7% ABCEfKl m	1 50.0%	28 49.1% e	8 30.8% H	17 38.6% h	4 30.8% h
-1=Decrease	33 10.5%	6 18.8% L	3 14.3% l	3 12.0% l	0 0.0%	2 33.3% jL	0 0.0%	2 7.1%	4 9.5% l	0 0.0%	4 7.0% ek	7 26.9% jL	0 0.0% AbcEhKm	2 15.4% l
Mean	0.37	0.34	0.43	0.44	0.55 h	0.33	0.80 h	0.32 l	0.14 dfL	0.50	0.37 l	0.15 L	0.61 gHjK	0.38

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	45 42.9%	50 48.1%	27 48.2%	27 55.1%	51 57.3%	22 41.5%	23 53.5%	9 47.4%	27 38.0%	15 42.9%	50 38.2%	48 51.1%	44 55.7%
					e				a		c		a
0=No Change	51 48.6%	41 39.4%	22 39.3%	18 36.7%	34 38.2%	28 52.8%	15 34.9%	8 42.1%	30 42.3%	16 45.7%	67 51.1%	36 38.3%	28 35.4%
											c		a
-1=Decrease	9 8.6%	13 12.5%	7 12.5%	4 8.2%	4 4.5%	3 5.7%	5 11.6%	2 10.5%	14 19.7%	4 11.4%	14 10.7%	10 10.6%	7 8.9%
					E	e			Ab				
Mean	0.34	0.36	0.36	0.47	0.53	0.36	0.42	0.37	0.18	0.31	0.27	0.40	0.47
					E				A		c		a

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
+1=Increase	228 72.6%	22 68.8%	15 71.4%	20 80.0%	7 63.6%	5 83.3%	4 80.0%	22 78.6%	29 69.0%	1 50.0%	37 64.9%	19 73.1%	35 79.5%	12 92.3%
0=No Change	67 21.3%	6 18.8%	4 19.0%	3 12.0%	4 36.4% m	0 0.0%	1 20.0%	5 17.9%	11 26.2% m	1 50.0% m	17 29.8% m	6 23.1%	8 18.2%	0 0.0% dhij
-1=Decrease	19 6.1%	4 12.5%	2 9.5%	2 8.0%	0 0.0%	1 16.7%	0 0.0%	1 3.6%	2 4.8%	0 0.0%	3 5.3%	1 3.8%	1 2.3%	1 7.7%
Mean	0.67	0.56	0.62	0.72	0.64	0.67	0.80	0.75	0.64	0.50	0.60	0.69	0.77	0.85

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

Topic 1: Marketplace Dynamics - Customers

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
+1=Increase	72 68.6%	79 76.0%	44 78.6%	33 67.3%	65 73.0%	42 79.2%	35 81.4%	13 68.4%	46 63.9%	24 70.6%	91 69.5%	70 74.5%	60 75.9%
							e		c				
0=No Change	29 27.6%	20 19.2%	6 10.7%	12 24.5%	20 22.5%	10 18.9%	7 16.3%	2 10.5%	19 26.4%	8 23.5%	33 25.2%	18 19.1%	13 16.5%
	c		a										
-1=Decrease	4 3.8%	5 4.8%	6 10.7%	4 8.2%	4 4.5%	1 1.9%	1 2.3%	4 21.1%	7 9.7%	2 5.9%	7 5.3%	6 6.4%	6 7.6%
					d	D	d	aBc					
Mean	0.65	0.71	0.68	0.59	0.69	0.77	0.79	0.47	0.54	0.65	0.64	0.68	0.68
						e	e		bc				

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

Topic 1: Marketplace Dynamics - Channel Partners

Will you use a channel or go directly to market?

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
Uses channel partners	196 54.1%	21 53.8%	14 56.0%	17 60.7%	6 46.2%	4 57.1%	6 66.7%	19 55.9%	30 63.8%	1 33.3%	19 31.1%	17 56.7%	30 61.2%	11 73.3%
Does not use channel partners	166 45.9%	18 46.2%	11 44.0%	11 39.3%	7 53.8%	3 42.9%	3 33.3%	15 44.1%	17 36.2%	2 66.7%	42 68.9%	13 43.3%	19 38.8%	4 26.7%

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

Topic 1: Marketplace Dynamics - Channel Partners

Will you use a channel or go directly to market?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
Uses channel partners	71 59.7% bd	53 44.5% aC	48 69.6% BD	24 43.6% aC	42 43.3% deF	28 48.3% F	20 41.7% deF	17 70.8% ac	51 60.0% ac	34 77.3% ABC	64 43.0% BC	62 60.2% A	56 61.5% A
Does not use channel partners	48 40.3% bd	66 55.5% aC	21 30.4% BD	31 56.4% aC	55 56.7% deF	30 51.7% F	28 58.3% deF	7 29.2% ac	34 40.0% ac	10 22.7% ABC	85 57.0% BC	41 39.8% A	35 38.5% 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	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	195 100.0%	21 10.8%	14 7.2%	17 8.7%	6 3.1%	4 2.1%	6 3.1%	19 9.7%	30 15.4%	1 0.5%	19 9.7%	17 8.7%	30 15.4%	11 5.6%
+1=Increase	103 70.1%	9 64.3%	4 40.0% gH	10 71.4%	3 75.0%	2 66.7%	2 100.0%	12 92.3% bj	22 88.0% BJ	0 0.0%	6 42.9% gHI	8 61.5%	19 76.0% j	6 66.7%
0=No Change	30 20.4%	4 28.6%	3 30.0%	2 14.3%	1 25.0%	0 0.0%	0 0.0%	1 7.7% j	3 12.0% j	0 0.0%	7 50.0% ghl	2 15.4%	4 16.0% j	2 22.2%
-1=Decrease	14 9.5%	1 7.1%	3 30.0% gH	2 14.3%	0 0.0%	1 33.3% gH	0 0.0%	0 0.0% be	0 0.0% BEk	0 0.0%	1 7.1%	3 23.1% h	2 8.0%	1 11.1%
Mean	0.61	0.57	0.10 GHI	0.57	0.75	0.33	1.00	0.92 BJk	0.88 BJk	---	0.36 GH	0.38 gh	0.68 b	0.56

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	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	71 36.2%	53 27.0%	48 24.5%	24 12.2%	42 21.9%	28 14.6%	20 10.4%	17 8.9%	51 26.6%	34 17.7%	64 35.2%	62 34.1%	56 30.8%
+1=Increase	46 80.7% c	24 64.9%	20 57.1% a	13 72.2%	22 64.7%	15 68.2%	11 73.3%	8 66.7%	28 75.7%	19 76.0%	32 71.1%	37 69.8%	31 70.5%
0=No Change	10 17.5%	9 24.3%	7 20.0%	4 22.2%	11 32.4%	5 22.7%	2 13.3%	2 16.7%	5 13.5%	3 12.0%	11 24.4%	12 22.6%	5 11.4%
-1=Decrease	1 1.8% C	4 10.8%	8 22.9% A	1 5.6%	1 2.9%	2 9.1%	2 13.3%	2 16.7%	4 10.8%	3 12.0%	2 4.4% c	4 7.5%	8 18.2% a
Mean	0.79 bC	0.54 a	0.34 A	0.67	0.62	0.59	0.60	0.50	0.65	0.64	0.67	0.62	0.52

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	195 100.0%	21 10.8%	14 7.2%	17 8.7%	6 3.1%	4 2.1%	6 3.1%	19 9.7%	30 15.4%	1 0.5%	19 9.7%	17 8.7%	30 15.4%	11 5.6%
+1=Increase	47 32.0%	5 35.7%	2 20.0%	6 42.9% j	0 0.0%	0 0.0%	0 0.0%	4 30.8%	11 44.0% j	0 0.0%	1 7.1% chl	5 38.5%	10 40.0% j	3 33.3%
0=No Change	74 50.3%	9 64.3%	4 40.0%	6 42.9%	3 75.0%	2 66.7%	2 100.0%	6 46.2%	11 44.0% j	0 0.0%	11 78.6% hl	6 46.2%	9 36.0% j	5 55.6%
-1=Decrease	26 17.7%	0 0.0% be	4 40.0% a	2 14.3%	1 25.0%	1 33.3% a	0 0.0%	3 23.1%	3 12.0%	0 0.0%	2 14.3%	2 15.4%	6 24.0%	1 11.1%
Mean	0.14	0.36 bdej	-0.20 a	0.29	-0.25 a	-0.33 a	0.00	0.08	0.32	---	-0.07 a	0.23	0.16	0.22

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	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	71 36.2%	53 27.0%	48 24.5%	24 12.2%	42 21.9%	28 14.6%	20 10.4%	17 8.9%	51 26.6%	34 17.7%	64 35.2%	62 34.1%	56 30.8%
+1=Increase	23 40.4%	10 27.0%	9 25.7%	5 27.8%	8 23.5% e	8 36.4%	4 26.7%	3 25.0%	18 48.6% af	5 20.0% e	13 28.9%	18 34.0%	13 29.5%
0=No Change	25 43.9%	23 62.2%	17 48.6%	9 50.0%	22 64.7%	11 50.0%	8 53.3%	4 33.3%	16 43.2%	12 48.0%	25 55.6%	28 52.8%	20 45.5%
-1=Decrease	9 15.8%	4 10.8%	9 25.7%	4 22.2%	4 11.8% d	3 13.6%	3 20.0%	5 41.7% aE	3 8.1% Df	8 32.0% e	7 15.6%	7 13.2%	11 25.0%
Mean	0.25	0.16	0.00	0.06	0.12	0.23	0.07	-0.17 e	0.41 dF	-0.12 E	0.13	0.21	0.05

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	195 100.0%	21 10.8%	14 7.2%	17 8.7%	6 3.1%	4 2.1%	6 3.1%	19 9.7%	30 15.4%	1 0.5%	19 9.7%	17 8.7%	30 15.4%	11 5.6%
+1=Increase	73 50.3%	6 42.9%	3 30.0%	9 64.3%	1 25.0%	0 0.0%	1 50.0%	9 69.2%	15 60.0%	0 0.0%	3 21.4%	3 27.3%	17 68.0%	6 66.7%
0=No Change	66 45.5%	7 50.0%	5 50.0%	5 35.7%	3 75.0%	2 66.7%	1 50.0%	4 30.8%	10 40.0%	0 0.0%	11 78.6%	7 63.6%	7 28.0%	3 33.3%
-1=Decrease	6 4.1%	1 7.1%	2 20.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	1 4.0%	0 0.0%
Mean	0.46	0.36	0.10	0.64	0.25	-0.33	0.50	0.69	0.60	---	0.21	0.18	0.64	0.67

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	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	71 36.2%	53 27.0%	48 24.5%	24 12.2%	42 21.9%	28 14.6%	20 10.4%	17 8.9%	51 26.6%	34 17.7%	64 35.2%	62 34.1%	56 30.8%
+1=Increase	36 64.3% bd	14 37.8% a	17 48.6%	6 35.3% a	13 38.2%	13 61.9%	7 46.7%	5 41.7%	22 61.1%	13 52.0%	21 46.7%	28 53.8%	23 53.5%
0=No Change	19 33.9%	20 54.1%	17 48.6%	10 58.8%	20 58.8% e	8 38.1%	7 46.7%	5 41.7%	12 33.3% a	12 48.0%	22 48.9%	22 42.3%	18 41.9%
-1=Decrease	1 1.8%	3 8.1%	1 2.9%	1 5.9%	1 2.9%	0 0.0%	1 6.7%	2 16.7% f	2 5.6%	0 0.0% d	2 4.4%	2 3.8%	2 4.7%
Mean	0.63 Bd	0.30 A	0.46	0.29 a	0.35	0.62	0.40	0.25	0.56	0.52	0.42	0.50	0.49

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	195 100.0%	21 10.8%	14 7.2%	17 8.7%	6 3.1%	4 2.1%	6 3.1%	19 9.7%	30 15.4%	1 0.5%	19 9.7%	17 8.7%	30 15.4%	11 5.6%
+1=Increase	52 35.6%	7 50.0%	3 30.0%	8 57.1% g	0 0.0%	2 66.7%	2 100.0% g	2 15.4% cf	8 32.0%	0 0.0%	4 28.6%	5 38.5%	9 37.5%	2 22.2%
0=No Change	77 52.7%	7 50.0%	5 50.0%	6 42.9%	1 25.0%	1 33.3%	0 0.0%	9 69.2%	16 64.0%	0 0.0%	10 71.4%	7 53.8%	9 37.5%	5 55.6%
-1=Decrease	17 11.6%	0 0.0% DI	2 20.0%	0 0.0% DI	3 75.0% ACgHJk	0 0.0%	0 0.0%	2 15.4% d	1 4.0% DI	0 0.0%	0 0.0% DI	1 7.7% d	6 25.0% achj	2 22.2%
Mean	0.24	0.50 Dg	0.10	0.57 Dgm	-0.75 ACegHJKl	0.67 d	1.00	0.00 acd	0.28 D	---	0.29 D	0.31 D	0.13 d	0.00 c

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	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	71 36.2%	53 27.0%	48 24.5%	24 12.2%	42 21.9%	28 14.6%	20 10.4%	17 8.9%	51 26.6%	34 17.7%	64 35.2%	62 34.1%	56 30.8%
+1=Increase	20 35.7%	9 24.3%	16 45.7%	7 38.9%	12 35.3%	4 18.2%	4 28.6%	8 66.7%	13 35.1%	10 40.0%	14 31.8%	23 43.4%	11 25.0%
0=No Change	32 57.1%	22 59.5%	16 45.7%	7 38.9%	18 52.9%	16 72.7%	7 50.0%	2 16.7%	20 54.1%	13 52.0%	26 59.1%	24 45.3%	26 59.1%
-1=Decrease	4 7.1%	6 16.2%	3 8.6%	4 22.2%	4 11.8%	2 9.1%	3 21.4%	2 16.7%	4 10.8%	2 8.0%	4 9.1%	6 11.3%	7 15.9%
Mean	0.29	0.08	0.37	0.17	0.24	0.09	0.07	0.50	0.24	0.32	0.23	0.32	0.09

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	195 100.0%	21 10.8%	14 7.2%	17 8.7%	6 3.1%	4 2.1%	6 3.1%	19 9.7%	30 15.4%	1 0.5%	19 9.7%	17 8.7%	30 15.4%	11 5.6%
+1=Increase	34 23.3%	6 42.9% hj	2 20.0%	4 28.6%	1 25.0%	0 0.0%	0 0.0%	4 30.8%	2 8.0% a	0 0.0%	1 7.7% a	4 30.8%	6 24.0%	3 33.3%
0=No Change	83 56.8%	8 57.1%	6 60.0%	6 42.9% h	3 75.0%	0 0.0% Hj	1 50.0%	7 53.8%	20 80.0% cEkl	0 0.0%	10 76.9% e	5 38.5% h	13 52.0% h	4 44.4%
-1=Decrease	29 19.9%	0 0.0% cEfk	2 20.0% e	4 28.6% ae	0 0.0%	3 100.0% eAbcdgHjkl m	1 50.0% a	2 15.4% e	3 12.0% E	0 0.0%	2 15.4% e	4 30.8% ae	6 24.0% e	2 22.2% e
Mean	0.03	0.43 fHj	0.00	0.00	0.25	-1.00	-0.50 a	0.15	-0.04 A	---	-0.08 a	0.00	0.00	0.11

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	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	71 36.2%	53 27.0%	48 24.5%	24 12.2%	42 21.9%	28 14.6%	20 10.4%	17 8.9%	51 26.6%	34 17.7%	64 35.2%	62 34.1%	56 30.8%
+1=Increase	8 14.0% c	9 25.0%	12 34.3% a	5 27.8%	7 20.6%	3 13.6%	5 33.3%	3 25.0%	8 21.6%	7 29.2%	8 17.8%	10 19.2%	13 29.5%
0=No Change	39 68.4% C	24 66.7% C	12 34.3% AB	8 44.4%	20 58.8%	15 68.2%	7 46.7%	5 41.7%	22 59.5%	13 54.2%	31 68.9% c	31 59.6%	19 43.2% a
-1=Decrease	10 17.5%	3 8.3% c	11 31.4% b	5 27.8%	7 20.6%	4 18.2%	3 20.0%	4 33.3%	7 18.9%	4 16.7%	6 13.3%	11 21.2%	12 27.3%
Mean	-0.04	0.17	0.03	0.00	0.00	-0.05	0.13	-0.08	0.03	0.13	0.04	-0.02	0.02

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 responding Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Existing products/ services in existing markets	176 52.27 25.88	13 49.23 24.57	14 45.00 27.39	15 52.33 24.49	7 45.00 35.94	2 55.00 7.07	2 25.00 35.36	18 61.67 25.61	27 45.56 25.28	2 75.00 7.07	28 49.64 23.65	14 65.36 30.09	25 55.60 24.80	8 51.88 22.67
								h	gk			h		
New products/ services in existing markets	176 22.56 18.85	13 22.69 27.05	14 26.79 17.17	15 26.67 20.59	7 15.71 27.75	2 27.50 17.68	2 12.50 17.68	18 18.11 16.15	27 26.85 17.98	2 2.50 3.54 M	28 20.71 15.20	14 20.36 18.55	25 22.60 22.04	8 25.63 4.96 I
Existing products/ services in new markets	176 14.54 15.36	13 20.38 15.87	14 13.57 14.34	15 10.33 12.74	7 20.71 28.20	2 7.50 3.54	2 5.00 7.07	18 9.94 11.20	27 14.07 12.57	2 5.00 7.07	28 20.00 18.46	14 8.57 12.77	25 16.00 16.20	8 15.63 13.48
		gk						aj			gk	aj		
New products/ services in new markets	176 10.63 15.72	13 7.69 11.48	14 14.64 16.23	15 10.67 19.81	7 18.57 37.05	2 10.00 14.14	2 57.50 60.10	18 10.28 13.56	27 13.52 12.60	2 17.50 3.54	28 9.64 11.38	14 5.71 8.74	25 5.80 8.62	8 6.88 8.84
		F	fl	f			AbcGHJK	F	Fkl		F	Fh	bFh	f
							Lm							

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 responding Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Existing products/ services in existing markets	61 48.61 26.14 C	56 48.13 24.02 C	35 63.57 22.31 AB	24 54.79 30.34	46 51.85 31.10	33 57.27 25.38	25 51.60 16.05	7 40.71 30.20	45 48.00 23.77	16 61.25 24.80	72 51.04 24.20	59 53.31 27.08	42 51.31 25.95
New products/ services in existing markets	61 25.10 19.85	56 23.30 17.64	35 20.71 18.36	24 17.08 19.44	46 18.72 22.90	33 19.39 14.72 c	25 27.40 15.42 b	7 22.86 14.96	45 26.56 19.48	16 23.44 18.05	72 22.86 19.16	59 24.24 18.61	42 19.88 17.89
Existing products/ services in new markets	61 15.26 15.26	56 17.59 16.32 c	35 10.37 14.19 b	24 11.67 13.96	46 15.70 19.57	33 15.30 17.09	25 14.80 12.79	7 17.86 14.96	45 13.49 12.16	16 10.31 9.91	72 15.08 13.73	59 11.58 11.96 c	42 18.69 20.87 b
New products/ services in new markets	61 11.03 12.51 c	56 10.98 14.94 c	35 5.34 7.53 abd	24 16.46 27.84 c	46 13.74 22.86	33 8.03 12.37	25 6.20 6.81 De	7 18.57 16.51 CF	45 11.96 13.36 cf	16 5.00 4.83 De	72 11.01 15.64	59 10.88 14.12	42 10.12 18.49

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

Topic 2: Firm Growth Strategies

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
<u>Having all stakeholders aligned</u>														
1=1	36 20.8%	3 21.4%	1 8.3%	6 42.9%	0 0.0%	0 0.0%	1 33.3%	2 10.5%	8 30.8%	1 50.0%	6 21.4%	2 14.3%	6 26.1%	0 0.0%
				gm				c						c
2=2	37 21.4%	1 7.1%	3 25.0%	5 35.7%	3 42.9%	1 50.0%	2 66.7%	6 31.6%	5 19.2%	0 0.0%	8 28.6%	1 7.1%	1 4.3%	0 0.0%
		f		l	l	l	akLm	l			l	f	cdeFgj	f
3=3	29 16.8%	4 28.6%	2 16.7%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	5 26.3%	4 15.4%	1 50.0%	4 14.3%	3 21.4%	4 17.4%	1 12.5%
4=4	26 15.0%	3 21.4%	2 16.7%	1 7.1%	1 14.3%	1 50.0%	0 0.0%	2 10.5%	5 19.2%	0 0.0%	2 7.1%	3 21.4%	3 13.0%	3 37.5%
											m			j
5=5	45 26.0%	3 21.4%	4 33.3%	1 7.1%	3 42.9%	0 0.0%	0 0.0%	4 21.1%	4 15.4%	0 0.0%	8 28.6%	5 35.7%	9 39.1%	4 50.0%
				lm									c	c
Mean	3.04	3.14	3.42	2.00	3.57	3.00	1.67	3.00	2.69	2.00	2.93	3.57	3.35	4.38
		cm	c	abdgKlM	c		kM	cm	M	M	m	Cf	c	aCFgHIj

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

Topic 2: Firm Growth Strategies

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

	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
<u>Having all stakeholders aligned</u>													
1=1	14 24.1%	11 19.3%	9 26.5%	2 8.3%	6 13.3%	9 26.5%	3 12.5%	0 0.0%	11 25.0%	4 23.5%	16 23.2%	14 24.1%	5 11.9%
2=2	12 20.7%	12 21.1%	5 14.7%	8 33.3%	12 26.7%	7 20.6%	3 12.5%	1 20.0%	12 27.3%	2 11.8%	21 30.4%	8 13.8%	7 16.7%
											b	a	
3=3	9 15.5%	12 21.1%	6 17.6%	2 8.3%	5 11.1%	7 20.6%	4 16.7%	1 20.0%	8 18.2%	4 23.5%	14 20.3%	9 15.5%	6 14.3%
4=4	10 17.2%	8 14.0%	5 14.7%	3 12.5%	6 13.3%	1 2.9%	6 25.0%	2 40.0%	7 15.9%	4 23.5%	6 8.7%	11 19.0%	9 21.4%
						cDf	b	B		b			
5=5	13 22.4%	14 24.6%	9 26.5%	9 37.5%	16 35.6%	10 29.4%	8 33.3%	1 20.0%	6 13.6%	3 17.6%	12 17.4%	16 27.6%	15 35.7%
					e				a		c		a
Mean	2.93	3.04	3.00	3.38	3.31 e	2.88	3.54 e	3.60	2.66 ac	3.00	2.67 C	3.12	3.52 A

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

Topic 2: Firm Growth Strategies

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
<u>Having the right talent</u>														
1=1	61 35.3%	6 42.9% m	6 50.0% m	2 14.3% dj	5 71.4% ckm	0 0.0%	1 33.3%	6 31.6%	9 34.6%	0 0.0%	14 50.0% cm	3 21.4% d	8 34.8%	0 0.0% abdj
2=2	47 27.2%	4 28.6%	0 0.0% hllM	4 28.6%	1 14.3%	0 0.0%	0 0.0%	5 26.3% i	8 30.8% b	2 100.0% Bgj	7 25.0% i	4 28.6%	7 30.4% b	5 62.5% B
3=3	31 17.9%	3 21.4%	1 8.3%	5 35.7%	0 0.0%	1 50.0%	1 33.3%	5 26.3%	3 11.5%	0 0.0%	5 17.9%	1 7.1%	4 17.4%	2 25.0%
4=4	16 9.2%	1 7.1%	3 25.0%	0 0.0% k	0 0.0%	0 0.0%	0 0.0%	1 5.3%	1 3.8% k	0 0.0%	2 7.1%	4 28.6% ch	3 13.0%	1 12.5%
5=5	18 10.4%	0 0.0% ef	2 16.7% j	3 21.4% j	1 14.3%	1 50.0% aJl	1 33.3% aJ	2 10.5%	5 19.2% j	0 0.0%	0 0.0% bcEFhk	2 14.3% j	1 4.3% e	0 0.0%
Mean	2.32	1.93 ce	2.58	2.86 aJ	1.71	4.00 aJ	3.00	2.37	2.42	2.00	1.82 CEK	2.86 J	2.22	2.50

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

Topic 2: Firm Growth Strategies

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

	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
<u>Having the right talent</u>													
1=1	19 32.8%	24 42.1%	7 20.6%	11 45.8%	22 48.9%	12 35.3%	9 37.5%	1 20.0%	13 29.5%	4 23.5%	32 46.4%	13 22.4%	15 35.7%
		c	bd	c							B	A	
2=2	14 24.1%	15 26.3%	11 32.4%	7 29.2%	11 24.4%	11 32.4%	3 12.5%	2 40.0%	13 29.5%	7 41.2%	18 26.1%	16 27.6%	13 31.0%
							f			c			
3=3	10 17.2%	11 19.3%	8 23.5%	2 8.3%	8 17.8%	4 11.8%	4 16.7%	1 20.0%	8 18.2%	4 23.5%	12 17.4%	13 22.4%	5 11.9%
4=4	5 8.6%	5 8.8%	6 17.6%	0 0.0%	1 2.2%	5 14.7%	6 25.0%	1 20.0%	2 4.5%	0 0.0%	4 5.8%	6 10.3%	5 11.9%
			d	c	bC	a	Aef		c	c			
5=5	10 17.2%	2 3.5%	2 5.9%	4 16.7%	3 6.7%	2 5.9%	2 8.3%	0 0.0%	8 18.2%	2 11.8%	3 4.3%	10 17.2%	4 9.5%
	b	ad		b							b	a	
Mean	2.53	2.05	2.56	2.13	1.93	2.24	2.54	2.40	2.52	2.35	1.96	2.72	2.29
		c	b		e				a		B	A	

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

Topic 2: Firm Growth Strategies

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
<u>Having the right data</u>														
1=1	17 9.8%	2 14.3%	3 25.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	2 7.7%	0 0.0%	3 10.7%	2 14.3%	1 4.3%	2 25.0%
2=2	26 15.0%	2 14.3%	2 16.7%	0 0.0% fl	1 14.3%	0 0.0%	1 33.3% c	2 10.5%	4 15.4%	0 0.0%	2 7.1% l	3 21.4%	7 30.4% cj	2 25.0%
3=3	35 20.2%	1 7.1%	1 8.3%	3 21.4%	2 28.6%	1 50.0%	0 0.0%	5 26.3%	7 26.9%	0 0.0%	6 21.4%	4 28.6%	4 17.4%	1 12.5%
4=4	61 35.3%	2 14.3% cij	2 16.7% ci	8 57.1% ab	2 28.6%	1 50.0%	1 33.3%	7 36.8%	10 38.5%	2 100.0% abkl	13 46.4% a	3 21.4% i	6 26.1% i	3 37.5%
5=5	34 19.7%	7 50.0% hjm	4 33.3%	2 14.3%	2 28.6%	0 0.0%	1 33.3%	4 21.1%	3 11.5% a	0 0.0%	4 14.3% a	2 14.3%	5 21.7%	0 0.0% a
Mean	3.40	3.71	3.17	3.71 m	3.71	3.50	3.67	3.58	3.31	4.00	3.46	3.00	3.30	2.63 c

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

Topic 2: Firm Growth Strategies

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	<u>Having the right data</u>												
1=1	7 12.1%	5 8.8%	4 11.8%	1 4.2%	2 4.4%	2 5.9%	3 12.5%	0 0.0%	9 20.5%	0 0.0%	4 5.8%	8 13.8%	4 9.5%
2=2	8 13.8%	7 12.3%	7 20.6%	4 16.7%	6 13.3%	5 14.7%	7 29.2%	1 20.0%	2 4.5%	4 23.5%	9 13.0%	9 15.5%	6 14.3%
3=3	13 22.4%	10 17.5%	8 23.5%	4 16.7%	10 22.2%	7 20.6%	4 16.7%	1 20.0%	10 22.7%	3 17.6%	10 14.5%	14 24.1%	11 26.2%
4=4	18 31.0%	21 36.8%	11 32.4%	11 45.8%	17 37.8%	12 35.3%	6 25.0%	2 40.0%	18 40.9%	5 29.4%	27 39.1%	17 29.3%	16 38.1%
5=5	12 20.7%	14 24.6%	4 11.8%	4 16.7%	10 22.2%	8 23.5%	4 16.7%	1 20.0%	5 11.4%	5 29.4%	19 27.5%	10 17.2%	5 11.9%
Mean	3.34	3.56	3.12	3.54	3.60	3.56	3.04	3.60	3.18	3.65	3.70 b	3.21 a	3.29

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

Topic 2: Firm Growth Strategies

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
<u>Having the right operating model</u>														
1=1	40 23.1%	3 21.4%	1 8.3%	4 28.6%	2 28.6%	2 100.0%	1 33.3%	5 26.3%	2 7.7%	1 50.0%	4 14.3%	6 42.9%	4 17.4%	5 62.5%
		e	em			abgHJl		e	EkM		EkM	hj	em	bHJl
2=2	34 19.7%	1 7.1%	4 33.3%	4 28.6%	2 28.6%	0 0.0%	0 0.0%	4 21.1%	5 19.2%	0 0.0%	6 21.4%	3 21.4%	5 21.7%	0 0.0%
3=3	40 23.1%	2 14.3%	5 41.7%	3 21.4%	1 14.3%	0 0.0%	1 33.3%	1 5.3%	8 30.8%	1 50.0%	6 21.4%	4 28.6%	8 34.8%	0 0.0%
			gm					bhl	g				g	b
4=4	31 17.9%	5 35.7%	2 16.7%	1 7.1%	2 28.6%	0 0.0%	1 33.3%	4 21.1%	6 23.1%	0 0.0%	6 21.4%	0 0.0%	3 13.0%	1 12.5%
		k			k		k					adf		
5=5	28 16.2%	3 21.4%	0 0.0%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	5 26.3%	5 19.2%	0 0.0%	6 21.4%	1 7.1%	3 13.0%	2 25.0%
Mean	2.84	3.29	2.67	2.50	2.43	1.00	2.67	3.00	3.27	2.00	3.14	2.07	2.83	2.38
		k							K		k	aHj		

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

Topic 2: Firm Growth Strategies

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

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

Having the right operating model

1=1	10 17.2%	13 22.8%	8 23.5%	9 37.5%	9 20.0%	9 26.5%	7 29.2%	1 20.0%	8 18.2%	6 35.3%	14 20.3%	16 27.6%	10 23.8%
2=2	12 20.7%	9 15.8%	9 26.5%	4 16.7%	9 20.0%	6 17.6%	4 16.7%	1 20.0%	11 25.0%	1 5.9%	12 17.4%	13 22.4%	8 19.0%
3=3	15 25.9%	14 24.6%	6 17.6%	5 20.8%	12 26.7%	10 29.4%	3 12.5%	1 20.0%	9 20.5%	3 17.6%	16 23.2%	12 20.7%	10 23.8%
4=4	13 22.4%	11 19.3%	4 11.8%	3 12.5%	12 26.7%	4 11.8%	5 20.8%	0 0.0%	7 15.9%	3 17.6%	15 21.7%	12 20.7%	3 7.1%
											c		a
5=5	8 13.8%	10 17.5%	7 20.6%	3 12.5%	3 6.7%	5 14.7%	5 20.8%	2 40.0%	9 20.5%	4 23.5%	12 17.4%	5 8.6%	11 26.2%
					d			a				c	b
Mean	2.95	2.93	2.79	2.46	2.80	2.71	2.88	3.20	2.95	2.88	2.99	2.60	2.93

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

Topic 2: Firm Growth Strategies

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
<u>Having the right technology</u>														
1=1	19 11.0%	0 0.0%	1 8.3%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	5 26.3%	5 19.2%	0 0.0%	1 3.6%	1 7.1%	4 17.4%	1 12.5%
2=2	29 16.8%	6 42.9%	3 25.0%	1 7.1%	0 0.0%	1 50.0%	0 0.0%	2 10.5%	4 15.4%	0 0.0%	5 17.9%	3 21.4%	3 13.0%	1 12.5%
3=3	38 22.0%	4 28.6%	3 25.0%	2 14.3%	4 57.1%	0 0.0%	1 33.3%	3 15.8%	4 15.4%	0 0.0%	7 25.0%	2 14.3%	3 13.0%	4 50.0%
4=4	39 22.5%	3 21.4%	3 25.0%	4 28.6%	2 28.6%	0 0.0%	1 33.3%	5 26.3%	4 15.4%	0 0.0%	5 17.9%	4 28.6%	8 34.8%	0 0.0%
5=5	48 27.7%	1 7.1%	2 16.7%	6 42.9%	1 14.3%	1 50.0%	1 33.3%	4 21.1%	9 34.6%	2 100.0%	10 35.7%	4 28.6%	5 21.7%	2 25.0%
Mean	3.39	2.93	3.17	3.93	3.57	3.50	4.00	3.05	3.31	5.00	3.64	3.50	3.30	3.13

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

Topic 2: Firm Growth Strategies

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	<u>Having the right technology</u>												
1=1	8 13.8%	4 7.0%	6 17.6%	1 4.2%	6 13.3% d	2 5.9% D	2 8.3% D	3 60.0% aBCE	3 6.8% D	3 17.6%	3 4.3% c	7 12.1%	8 19.0% a
2=2	12 20.7%	14 24.6% cd	2 5.9% b	1 4.2% b	7 15.6%	5 14.7%	7 29.2%	0 0.0%	6 13.6%	3 17.6%	9 13.0%	12 20.7%	8 19.0%
3=3	11 19.0% d	10 17.5% D	6 17.6% d	11 45.8% aBc	10 22.2%	6 17.6%	9 37.5%	1 20.0%	9 20.5%	3 17.6%	17 24.6%	10 17.2%	10 23.8%
4=4	12 20.7%	12 21.1%	8 23.5%	7 29.2%	9 20.0%	12 35.3% C	1 4.2% Bf	0 0.0%	10 22.7%	5 29.4% c	17 24.6%	12 20.7%	9 21.4%
5=5	15 25.9%	17 29.8%	12 35.3%	4 16.7%	13 28.9%	9 26.5%	5 20.8%	1 20.0%	16 36.4%	3 17.6%	23 33.3%	17 29.3%	7 16.7%
Mean	3.24	3.42	3.53	3.50	3.36	3.62 d	3.00 e	2.20 be	3.68 cd	3.12	3.70 C	3.34	2.98 A

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

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic?

Number responding Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Domestic sales	178	14	13	14	7	2	3	19	26	2	30	14	25	8
percent	80.94	88.71	92.62	73.19	100.00	65.85	90.00	78.30	76.97	80.00	78.45	89.57	75.15	75.63
	21.61	14.13	10.48	20.87	0.00	46.88	17.32	23.64	21.62	28.28	26.43	16.18	23.10	14.99
		c	CghlM	aBk				b	b			cl	bk	B

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

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic?

Number responding Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Domestic sales percent	60 77.90 21.13 D	59 82.18 21.94 d	34 76.00 23.11 D	25 92.03 16.13 AbC	47 84.90 21.18 EF	34 90.55 13.88 EF	25 85.70 19.47 eF	7 81.43 18.42	45 72.85 22.60 ABc	16 63.32 24.13 ABC	75 82.12 21.57	57 77.31 21.74	42 84.09 21.18

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 responding Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent	177	14	13	14	7	2	3	18	26	2	30	14	25	8
	84.97	87.50	92.54	78.27	100.00	67.37	93.33	88.93	86.06	80.00	82.60	93.57	75.29	79.25
	20.87	17.95	12.93	24.29	0.00	44.74	11.55	19.25	20.01	28.28	25.06	10.08	23.67	17.65
			l	k		k						ceLm	bK	k

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 responding 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	59 83.43 19.87 d	59 85.15 22.29	34 81.80 23.13 d	25 92.51 14.98 ac	47 88.20 19.19 F	34 92.49 14.58 EF	25 87.42 21.00 F	7 84.00 16.64	45 79.87 22.52 B	15 66.81 24.99 ABC	75 85.95 19.86	57 81.32 23.44

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total*	92 100.0%	7 7.6%	4 4.3%	10 10.9%	0 0.0%	2 2.2%	1 1.1%	6 6.5%	18 19.6%	1 1.1%	13 14.1%	5 5.4%	18 19.6%	7 7.6%
Western Europe	38 42.2%	3 42.9%	2 50.0%	5 50.0%	0 0.0%	1 50.0%	1 100.0%	1 20.0%	2 11.8%	0 0.0%	8 61.5%	1 20.0%	11 64.7%	3 42.9%
Canada	15 16.7%	3 42.9%	1 25.0%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 17.6%	0 0.0%	1 7.7%	1 20.0%	0 0.0%	3 42.9%
China	14 15.6%	1 14.3%	0 0.0%	2 20.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	3 17.6%	1 100.0%	2 15.4%	1 20.0%	2 11.8%	1 14.3%
Eastern Europe	4 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	2 11.8%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%
Mexico	4 4.4%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 17.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Northern Europe	4 4.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	3 17.6%	0 0.0%
Indonesia and Southeast Asia	3 3.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	1 7.7%	0 0.0%	1 5.9%	0 0.0%
South American countries besides Brazil	3 3.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	1 5.9%	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: $p < .01$

* Responses reflect firms that have domestic sales less than 100% of total sales and marketing budgets for domestic markets less than 100% of total sales.

Topic 2: Firm Growth Strategies

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Korea	1 1.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%
Brazil	1 1.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Central America	1 1.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Japan	1 1.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Australia/New Zealand	1 1.1%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 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	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
		A	B	C	D	A	B	C	D	E	F	A	B	C
Total*	93 100.0%	41 44.1%	26 28.0%	18 19.4%	8 8.6%	18 19.6%	13 14.1%	11 12.0%	5 5.4%	33 35.9%	12 13.0%	39 41.9%	35 37.6%	19 20.4%
Western Europe	38 42.2%	14 35.9%	15 57.7%	6 35.3%	3 37.5%	5 27.8%	7 53.8%	5 45.5%	2 40.0%	13 41.9%	6 54.5%	17 45.9%	15 44.1%	6 31.6%
Canada	15 16.7%	9 23.1%	3 11.5%	1 5.9%	2 25.0%	4 22.2%	3 23.1%	1 9.1%	0 0.0%	7 22.6%	0 0.0%	5 13.5%	5 14.7%	5 26.3%
China	14 15.6%	4 10.3%	3 11.5%	6 35.3%	1 12.5%	2 11.1%	0 0.0%	4 36.4%	0 0.0%	5 16.1%	3 27.3%	6 16.2%	5 14.7%	3 15.8%
Eastern Europe	4 4.4%	2 5.1%	1 3.8%	1 5.9%	0 0.0%	1 5.6%	1 7.7%	0 0.0%	1 20.0%	1 3.2%	0 0.0%	1 2.7%	1 2.9%	2 10.5%
Mexico	4 4.4%	2 5.1%	1 3.8%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	1 20.0%	1 3.2%	1 9.1%	0 0.0%	4 11.8%	0 0.0%
Northern Europe	4 4.4%	2 5.1%	1 3.8%	0 0.0%	1 12.5%	2 11.1%	0 0.0%	0 0.0%	1 20.0%	1 3.2%	0 0.0%	1 2.7%	0 0.0%	3 15.8%
Indonesia and Southeast Asia	3 3.3%	1 2.6%	2 7.7%	0 0.0%	0 0.0%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.4%	1 2.9%	0 0.0%
South American countries besides Brazil	3 3.3%	2 5.1%	0 0.0%	0 0.0%	1 12.5%	1 5.6%	1 7.7%	0 0.0%	0 0.0%	1 3.2%	0 0.0%	3 8.1%	0 0.0%	0 0.0%

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

* Responses reflect firms that have domestic sales less than 100% of total sales and marketing budgets for domestic markets less than 100% of total sales.

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	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
Korea	1 1.1%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.2%	0 0.0%	0 0.0%	1 2.9%	0 0.0%
Brazil	1 1.1%	1 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 2.9%	0 0.0%
Central America	1 1.1%	1 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.2%	0 0.0%	1 2.7%	0 0.0%	0 0.0%
Japan	1 1.1%	1 2.6%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.7%	0 0.0%	0 0.0%
Australia/New Zealand	1 1.1%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%

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

Topic 2: Firm Growth Strategies

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total*	117 100.0%	10 8.5%	6 5.1%	13 11.1%	0 0.0%	2 1.7%	1 0.9%	11 9.4%	22 18.8%	1 0.9%	16 13.7%	6 5.1%	22 18.8%	7 6.0%
China	18 17.5%	2 22.2%	2 33.3%	3 23.1%	0 0.0%	0 0.0%	0 0.0%	2 25.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	6 37.5%	1 16.7%
Northern Europe	12 11.7%	2 22.2%	2 33.3%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	1 16.7%	2 12.5%	1 16.7%
Western Europe	12 11.7%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	5 23.8%	0 0.0%	2 14.3%	0 0.0%	2 12.5%	1 16.7%
Brazil	10 9.7%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 37.5%	3 14.3%	0 0.0%	1 7.1%	1 16.7%	1 6.3%	0 0.0%
India	9 8.7%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	1 100.0%	3 21.4%	2 33.3%	0 0.0%	0 0.0%
South American countries besides Brazil	7 6.8%	2 22.2%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	1 16.7%	2 12.5%	0 0.0%
Indonesia and Southeast Asia	6 5.8%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	1 7.1%	0 0.0%	1 6.3%	2 33.3%

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* Responses reflect firms that have domestic sales less than 100% of total sales.

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Middle East	5 4.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	2 9.5%	0 0.0%	1 7.1%	0 0.0%	1 6.3%	0 0.0%
Canada	5 4.9%	1 11.1%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%
Australia/New Zealand	4 3.9%	0 0.0%	1 16.7%	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%	1 6.3%	1 16.7%
South Africa	4 3.9%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%
Eastern Europe	3 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%
Central America	2 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Russia	2 1.9%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Korea	2 1.9%	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%	1 7.1%	0 0.0%	0 0.0%	0 0.0%
Mexico	1 1.0%	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%	0 0.0%	0 0.0%	0 0.0%
Japan	1 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	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

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	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
		A	B	C	D	A	B	C	D	E	F	A	B	C
Total*	118 100.0%	49 41.5%	35 29.7%	25 21.2%	9 7.6%	26 22.6%	20 17.4%	15 13.0%	5 4.3%	36 31.3%	13 11.3%	49 42.2%	43 37.1%	24 20.7%
China	18 17.5%	2 4.8%	7 21.9%	5 22.7%	4 57.1%	4 19.0%	5 26.3%	1 7.1%	2 40.0%	4 12.5%	2 22.2%	8 17.8%	5 13.2%	5 25.0%
		bcD	a	a	A									
Northern Europe	12 11.7%	7 16.7%	3 9.4%	2 9.1%	0 0.0%	3 14.3%	4 21.1%	2 14.3%	0 0.0%	2 6.3%	1 11.1%	6 13.3%	5 13.2%	1 5.0%
Western Europe	12 11.7%	5 11.9%	5 15.6%	2 9.1%	0 0.0%	2 9.5%	3 15.8%	3 21.4%	0 0.0%	3 9.4%	0 0.0%	6 13.3%	5 13.2%	1 5.0%
Brazil	10 9.7%	6 14.3%	2 6.3%	1 4.5%	1 14.3%	3 14.3%	2 10.5%	1 7.1%	0 0.0%	2 6.3%	1 11.1%	6 13.3%	2 5.3%	2 10.0%
India	9 8.7%	3 7.1%	2 6.3%	3 13.6%	1 14.3%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	7 21.9%	1 11.1%	3 6.7%	4 10.5%	2 10.0%
							e			b				
South American countries besides Brazil	7 6.8%	3 7.1%	3 9.4%	1 4.5%	0 0.0%	1 4.8%	1 5.3%	2 14.3%	2 40.0%	0 0.0%	0 0.0%	3 6.7%	4 10.5%	0 0.0%
						d	d	e	abE	cD				
Indonesia and Southeast Asia	6 5.8%	2 4.8%	2 6.3%	2 9.1%	0 0.0%	0 0.0%	1 5.3%	2 14.3%	0 0.0%	1 3.1%	2 22.2%	3 6.7%	2 5.3%	1 5.0%
						f					a			

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

* Responses reflect firms that have domestic sales less than 100% of total sales.

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	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
Middle East	5 4.9%	2 4.8%	2 6.3%	1 4.5%	0 0.0%	2 9.5%	1 5.3%	0 0.0%	0 0.0%	2 6.3%	0 0.0%	1 2.2%	3 7.9%	1 5.0%
Canada	5 4.9%	3 7.1%	2 6.3%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	1 20.0%	2 6.3%	0 0.0%	2 4.4%	2 5.3%	1 5.0%
Australia/New Zealand	4 3.9%	2 4.8%	2 6.3%	0 0.0%	0 0.0%	1 4.8%	1 5.3%	0 0.0%	0 0.0%	1 3.1%	1 11.1%	1 2.2%	1 2.6%	2 10.0%
South Africa	4 3.9%	2 4.8%	1 3.1%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	3 9.4%	0 0.0%	3 6.7%	1 2.6%	0 0.0%
Eastern Europe	3 2.9%	2 4.8%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 9.4%	0 0.0%	1 2.2%	2 5.3%	0 0.0%
Central America	2 1.9%	2 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	1 11.1%	1 2.2%	1 2.6%	0 0.0%
Russia	2 1.9%	0 0.0% d	0 0.0% d	1 4.5%	1 14.3% ab	0 0.0%	0 0.0%	1 7.1%	0 0.0%	1 3.1%	0 0.0%	0 0.0% c	0 0.0%	2 10.0% a
Korea	2 1.9%	0 0.0%	1 3.1%	1 4.5%	0 0.0%	1 4.8%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.6%	1 5.0%
Mexico	1 1.0%	1 2.4%	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%	0 0.0%	1 5.0%
Japan	1 1.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

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

Number responding Mean SD	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Internet sales percent	344	35	22	27	13	6	7	31	46	3	61	29	47	15
	12.83	13.94	16.09	14.98	22.15	36.15	2.14	7.14	5.28	3.33	12.24	15.71	15.29	16.76
	21.33	20.16	23.66	21.57	27.34	27.32	5.67	15.86	14.39	5.77	22.23	23.61	24.19	20.32
		eh	h	eh	gH	acFGHj	E	dE abcDEklm			e	h	h	h

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

Topic 2: Firm Growth Strategies

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

Number responding Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Internet sales percent	110	114	67	53	95	58	46	24	77	40	149	103	91
	8.06	11.82	17.79	18.64	18.66	11.87	11.16	14.27	6.71	13.96	0.00	5.09	42.74
	16.73	21.83	23.17	24.10	26.54	21.45	20.01	23.93	12.53	18.77	0.00	3.53	21.73
	CD		A	A	E			e	Adf	e		C	B

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 responding Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent change	235	18	16	19	8	5	4	23	31	2	44	21	34	9
	7.14	10.18	12.55	6.12	18.84	-3.00	22.87	5.98	2.03	7.50	4.67	5.34	9.08	8.78
	17.55	11.94	17.01	21.49	18.39	16.05	38.25	21.31	10.80	10.61	14.03	19.78	20.27	9.08
		h	h		Hj		hj		abDf		df			

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 responding 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	79 6.21 16.94	79 7.23 18.64	43 6.52 16.07	34 9.90 18.58	68 11.12 19.87 de	40 11.22 18.52 de	32 4.49 12.81	11 -3.77 11.94 ab	55 3.74 14.62 ab	25 6.76 18.14	95 7.08 19.20	77 5.25 12.38 c

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

Topic 3: Marketing Spending

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

Number responding Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Digital marketing spending	209 15.11 16.80	17 12.06 7.51 bcF	13 23.02 20.10 ahj	15 24.02 20.29 aHJ	8 19.38 15.68	4 18.75 23.23	4 27.50 17.08 Ahj	20 13.73 16.56	27 10.56 11.05 bCf	2 5.00 7.07	40 11.02 13.37 bCf	19 17.70 22.08	31 14.71 19.12	8 18.83 20.32
Overall marketing spending	215 8.88 14.81	16 8.06 9.25	14 12.60 13.35 h	17 5.07 19.48	8 10.88 11.79	4 2.50 5.00	4 21.36 23.40 H	21 12.99 20.48 h	28 4.29 8.53 bFgl	2 -2.50 3.54	41 8.98 11.68	19 7.18 19.63	31 12.37 16.76 h	9 5.56 6.98
Brand building	210 8.42 14.35	15 8.38 12.94	14 8.76 12.55	17 9.51 20.89	8 5.63 6.78	4 16.42 21.75	4 12.17 25.67	20 11.92 15.82	28 7.71 11.60	2 -2.50 3.54	40 5.74 8.99 K	18 16.09 20.42 J	31 6.85 14.21	8 1.25 8.76
Customer relationship management	210 7.53 11.43	16 9.11 13.44	13 4.08 5.69 fk	15 7.48 13.06	8 10.22 14.52	4 3.75 4.79	4 17.69 17.41 bhJ	20 8.07 14.61	28 6.14 8.90 fk	2 2.50 3.54	41 4.88 6.81 FK	18 14.90 15.74 bhJ	31 7.60 11.96	9 6.67 9.01
Traditional advertising spending	209 -1.75 10.73	16 1.77 11.06	13 3.25 14.35	16 -5.99 14.65	8 -3.75 9.16	4 -3.75 7.50	4 -6.25 7.50	20 -0.45 6.24	27 -1.15 11.77	2 -5.00 7.07	41 -2.10 7.68	18 -4.05 12.53	31 -1.09 11.94	8 -3.75 9.54

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

Topic 3: Marketing Spending

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

Number responding Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Digital marketing spending	64 15.13 15.29	77 12.53 15.25	39 17.88 19.82	29 18.17 19.16	56 14.76 14.83	38 15.43 18.92	29 16.41 17.40	11 5.64 13.80	52 16.76 18.11	20 13.00 13.42	92 14.23 16.87	66 16.90 18.03	47 13.27 13.60
Overall marketing spending	67 9.28 15.30	77 8.49 14.35	42 8.96 15.44	29 8.88 14.69	57 12.06 17.19 e	41 12.54 15.04 de	29 8.34 10.84	11 2.09 10.20 b	52 5.32 12.80 ab	21 6.10 11.70	91 10.46 16.28	69 6.99 13.11	51 10.22 13.15
Brand building	65 10.85 16.64	76 7.65 13.83	40 6.86 11.73	29 7.11 13.43	55 10.27 16.39	39 8.30 15.25	30 7.48 12.33	11 5.51 15.13	51 7.79 12.55	20 6.13 12.30	90 7.65 14.93	68 8.00 11.99	48 8.91 14.73
Customer relationship management	68 7.03 9.91	75 6.41 11.85	38 10.94 13.73	29 7.13 10.02	57 7.75 12.52	38 8.72 11.40	30 7.16 9.50	11 5.70 12.06	50 7.06 11.27	20 6.85 12.33	91 7.78 12.07	67 8.41 11.59	48 6.24 10.34
Traditional advertising spending	65 -0.99 9.78	76 -1.99 11.75	39 -2.90 11.00	29 -1.23 9.98	56 0.58 8.88 cE	38 -0.33 11.21 e	29 -3.79 9.55 a	11 -0.25 13.54	51 -5.39 10.13 Abf	20 1.05 11.37 e	90 -1.86 11.01	67 -2.18 8.75	48 -0.28 11.93

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 marketing knowledge category.

Number responding Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Developing knowledge about how to do marketing	206 6.54 9.19	16 7.00 8.04	13 8.47 11.25	15 5.40 7.14	8 8.89 13.87	4 3.75 4.79	4 7.50 9.57	19 5.09 10.54	27 6.30 6.94	2 0.00 0.00	40 6.28 8.40	18 6.56 9.65	30 7.74 11.21	9 6.67 10.00
Marketing research and intelligence	207 3.89 8.30	15 4.47 7.46	14 3.93 6.80	15 2.16 8.16	8 0.63 5.63	4 -1.25 2.50	4 3.75 12.50	19 2.89 8.27	28 5.26 9.14	2 0.50 0.71	40 1.94 6.28	18 7.11 9.62	31 6.13 10.22	8 3.98 9.40
Marketing consulting services	208 3.30 11.33	15 2.93 4.46	14 4.50 10.90	15 -1.13 9.01 km	8 4.38 4.96	4 10.24 20.47	4 7.50 15.00	20 1.69 16.44	27 1.52 6.27 km	2 0.00 0.00	40 1.72 10.87	18 8.05 14.03 ch	31 4.13 12.55	9 8.33 11.99 ch
Marketing training	205 1.91 4.81	15 2.67 5.63	13 3.76 6.35	14 0.64 1.50	8 2.50 4.63	4 0.00 0.00	4 0.00 0.00	20 1.40 2.80	27 1.64 5.86	2 0.00 0.00	39 2.56 5.73	18 2.66 5.36	31 1.38 4.40	9 1.22 3.31

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 marketing knowledge category.

Number responding Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Developing knowledge about how to do marketing	66 5.03 6.76	74 7.69 9.81	37 6.24 10.72	29 7.42 10.16	56 6.93 8.80	37 7.03 9.45	29 7.97 10.91	11 3.59 6.25	50 6.00 9.16	20 5.41 8.92	91 6.76 9.50	64 6.53 8.54	47 6.89 9.52
Marketing research and intelligence	65 5.54 8.71 d	75 3.42 7.62	38 3.60 9.68	29 1.79 6.71 a	55 3.96 7.63	38 3.66 7.94	30 4.70 8.96	11 1.91 7.06	50 4.13 9.77	20 2.99 6.71	90 2.70 7.41 b	66 6.01 9.70 a	47 3.85 7.33
Marketing consulting services	65 3.55 11.79	75 2.16 9.15 D	38 0.86 11.60 d	30 8.73 13.49 Bc	57 7.59 12.29 EF	37 3.27 11.16 f	29 5.24 12.28 f	11 0.91 3.02	50 0.30 10.02 A	20 -3.05 9.35 Abc	91 2.82 12.29	66 3.86 10.67	47 3.51 8.56
Marketing training	64 2.07 5.03	74 2.13 5.24	38 1.23 3.78	29 1.90 4.51	55 2.16 4.29	36 1.50 4.01	29 2.24 5.51	11 0.64 1.50	50 2.34 6.08	20 1.40 4.73	89 1.93 4.78	65 2.00 5.47	47 1.91 4.11

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 responding Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent of your marketing budget	224	18	16	18	8	4	4	21	28	2	43	20	32	9
	4.22	3.98	4.51	1.68	2.88	1.00	0.25	6.60	5.53	1.50	4.97	3.13	3.86	5.33
	5.84	6.10	6.19	2.51	3.56	0.82	0.50	7.88	7.19	2.12	6.16	4.06	5.23	6.24
				ghjm				c	c		c			c

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 responding 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	72 5.26 6.70	78 3.64 4.47	41 3.21 5.42	33 4.59 6.98	63 4.36 6.58	40 3.76 4.77	30 4.84 5.07	11 4.55 5.97	55 4.05 6.13	21 3.57 4.70	93 4.25 6.42	71 4.60 5.75

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 responding Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent of budget	216	17	15	18	8	4	4	18	27	2	41	20	32	9
	11.13	12.37	11.07	16.28	16.01	12.13	20.00	13.18	5.61	6.00	10.14	8.92	12.06	10.50
	10.32	11.90	11.00	12.64	11.01	12.60	11.55	10.73	6.34	5.66	8.93	10.77	9.29	12.06
		h	h	Hj	H		Hj	HabC	DFGjL		cfh		H	

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

Topic 3: Marketing Spending

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

Number responding 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	70 9.22 8.77 CD	77 8.92 8.72 CD	39 16.00 12.42 AB	30 14.92 11.67 AB	62 14.66 10.90 bCE	38 9.87 8.36 a	31 7.95 8.30 A	11 11.31 12.94	51 9.39 8.78 A	20 13.31 14.05	89 9.17 8.76 C	69 9.20 8.88 C

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

Topic 3: Marketing Spending

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

Number responding Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Percent of revenues	69	76	39	30	61	38	29	11	52	20	87	70	51
	6.33	6.93	9.56	11.75	12.46	6.53	6.30	7.80	5.13	7.01	5.95	5.22	15.34
	8.44	10.27	10.46	12.99	12.88	8.23	7.99	12.75	6.95	11.03	8.77	6.30	13.72
	d	d		ab	bcE	a	a		A		C	C	AB

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

Topic 4: Financial and Marketing Performance

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

Number responding Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Sales revenue	174 4.16 5.07	14 5.57 7.11	13 1.85 3.76 GIM	15 4.00 5.17	6 5.83 5.27	2 -2.50 10.61 gl	3 6.67 5.77	16 6.13 3.83 Bej	26 3.88 4.62	2 4.00 4.24	30 3.13 4.78 g	13 2.00 6.93	25 4.80 3.79 be	8 6.75 3.69 B
Profits	170 3.26 5.17	14 5.00 5.79	13 2.54 4.52	14 1.86 6.86	6 3.67 4.18	2 3.50 9.19	3 6.67 5.77	15 4.27 5.02	24 3.17 5.82	2 2.00 7.07	30 3.03 5.02	13 2.15 5.21	25 2.40 4.17 m	8 6.25 3.69 l
Marketing ROI	170 2.85 4.22	14 2.21 4.54	13 0.69 1.70 CDgjM	15 4.73 4.74 Bh	6 4.67 4.23 B	2 10.00 0.00	3 0.00 0.00	14 3.57 3.94 b	26 1.96 3.56 c	2 0.00 0.00	28 3.18 3.85 b	13 1.46 5.71	25 3.24 4.64	8 4.38 3.93 B
Brand value	171 2.80 3.67	14 1.71 4.83	13 2.15 4.47	15 3.33 3.81	6 3.67 5.09	2 2.50 3.54	3 0.00 0.00	15 4.20 3.53 h	26 1.92 2.46 g	2 0.00 0.00	28 2.89 3.73	13 2.85 3.48	25 3.64 3.72	8 3.00 3.38
Market share	172 2.55 4.20	14 2.86 4.99	13 0.31 3.68 clm	15 3.60 4.58 b	6 3.83 5.42	2 5.00 2.83	3 2.00 2.65	16 2.94 3.28	25 2.40 3.49	2 1.50 2.12	29 1.66 3.30 l	13 0.54 6.12	25 3.92 4.43 bj	8 4.25 4.10 b
Customer acquisition	172 2.27 4.41	14 2.93 6.64	13 0.69 2.06 D	15 2.67 3.58	6 4.83 3.49 BH	2 -2.00 7.07	3 3.33 5.77	15 3.00 3.95	26 1.54 2.02 D	2 3.00 5.66	29 1.79 3.71	13 0.00 5.80	25 3.84 6.00	8 3.00 3.02
Customer retention	171 1.61 4.19	14 1.07 4.95	13 1.23 2.39 e	15 1.73 4.82	6 2.00 3.69	2 -4.50 7.78 bg	3 0.00 0.00	15 2.53 2.90 e	26 0.77 3.48	2 4.50 7.78	28 2.68 4.79	13 0.15 4.51	25 2.32 4.55	8 1.75 3.65

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 responding Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Sales revenue	58 4.17 5.32	58 4.57 4.58	34 3.06 5.37	24 4.67 5.21	45 3.76 5.84	33 4.30 5.07	25 4.48 5.94	7 5.43 2.94	45 4.49 4.26	15 3.73 3.15	74 4.55 4.89	58 4.29 4.62	39 3.69 5.72
Profits	55 2.44 5.24 b	58 4.53 4.43 aC	33 1.52 5.94 B	24 4.46 4.79	45 2.40 6.62	32 3.19 4.30	25 3.68 4.65	7 2.29 4.57	43 4.16 5.20	15 3.40 2.85	73 3.78 4.71	55 3.18 5.49	39 2.38 5.56
Marketing ROI	58 2.31 4.31	57 3.54 3.87	32 2.19 5.01	23 3.39 3.50	43 2.42 5.17	33 2.64 3.86	25 3.88 4.31	7 2.29 3.86	44 3.18 3.37	15 2.93 3.53	72 2.57 3.62	57 3.47 4.01	39 2.77 5.09
Brand value	58 2.31 4.00 b	57 3.77 3.52 ac	34 2.00 3.28 b	22 2.77 3.35	43 3.02 4.77	32 2.50 3.20	25 2.56 3.08	7 4.00 4.55	45 3.20 3.42	15 2.20 2.31	72 2.58 3.58	57 3.26 3.62	39 2.59 4.01
Market share	57 3.02 4.27	58 2.07 3.38 d	34 1.65 4.81	23 3.96 4.66 b	44 2.14 4.29	33 2.39 3.33	25 2.56 4.87	7 2.29 4.68	45 3.31 4.11	15 2.87 4.03	73 2.70 3.37	57 3.00 3.91	39 1.97 5.47
Customer acquisition	58 1.86 4.58	57 2.93 3.88	34 1.97 4.64	23 2.13 4.98	44 1.82 5.30	32 2.16 4.06	25 3.00 4.19	7 2.14 6.82	45 2.24 3.48	15 3.00 3.16	72 2.39 3.94	58 2.93 4.12	39 1.44 5.27
Customer retention	58 0.74 4.05 b	57 2.65 4.21 a	34 1.00 4.24	22 2.18 4.04	43 1.30 4.53	32 0.97 3.90	25 2.16 4.64	7 3.00 3.51	45 2.18 3.96	15 1.40 3.44	72 1.81 3.76	57 2.04 4.42	39 0.95 4.37

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

Topic 5: Social Media

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

Number responding Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
...of your marketing budget do you currently spend on social media?	188 12.05 12.95	15 9.33 13.19	14 25.40 18.66	16 15.18 16.37	7 18.43 15.62	2 6.00 1.41	3 5.00 5.00	18 12.11 11.33	27 7.11 6.98	2 0.00 0.00	35 13.86 13.10	15 12.26 11.89	25 9.68 9.89	8 6.00 7.48
		b	agHjklm	h	H			b	BcDj		bh	b	B	b
...will you spend in the next 12 months?	188 15.25 15.48	15 11.14 14.94	14 33.23 21.00	16 19.08 18.42	7 21.86 17.28	2 10.00 7.07	3 15.00 13.23	18 15.72 14.25	27 8.78 7.38	2 0.00 0.00	35 17.64 16.09	15 13.84 13.59	25 12.04 12.43	8 7.63 9.66
		B	AGHJKL M	h	H			Bh	BcDgj		Bh	B	B	B
...do you predict you will spend in five years?	187 20.51 17.00	15 17.27 16.99	14 35.31 21.61	15 29.15 19.73	7 26.14 10.84	2 12.50 10.61	3 20.00 17.32	18 22.83 18.50	27 13.04 10.40	2 0.00 0.00	35 23.06 18.64	15 19.80 12.53	25 15.68 13.58	8 13.50 13.48
		b	aHkLm	HI	H			h	BCDgj		h	b	Bc	b

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 responding 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?	60 9.26 10.51	67 13.20 13.90	37 13.51 14.41	24 13.54 13.07	52 18.24 17.09	36 9.17 8.18	27 10.37 12.15	7 10.57 5.53	46 10.04 10.14	16 6.38 8.07	80 9.76 10.69	62 11.09 11.12
					BcEF	A	a		A	A	C	c	Ab
...will you spend in the next 12 months?	60 11.82 12.54	67 16.79 17.16	37 16.40 16.21	24 17.78 15.53	52 22.59 19.51	36 13.70 14.05	27 12.91 13.29	7 11.14 3.98	46 12.22 11.40	16 8.00 10.23	80 13.49 13.88	62 13.17 12.87	42 20.48 19.47
					bcEF	a	a		A	A	c	c	ab
...do you predict you will spend in five years?	59 17.59 14.72	67 20.92 18.62	37 21.76 17.22	24 24.63 17.06	51 28.32 21.15	36 17.61 12.92	27 19.23 16.06	7 17.86 14.96	46 18.72 13.76	16 10.69 12.80	80 18.71 15.99	61 18.31 15.03	42 25.63 20.31
					BeF	A			af	Ae	c	c	ab

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

Topic 5: Social Media

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not At All Effectively	16 8.4%	3 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	5 18.5%	1 50.0%	1 2.8%	2 14.3%	3 12.0%	0 0.0%
		j	i	i				i	j	bcgJ	ahI			
2=	23 12.1%	0 0.0%	1 7.1%	2 12.5%	1 14.3%	1 50.0%	2 66.7%	3 15.0%	2 7.4%	1 50.0%	6 16.7%	1 7.1%	3 12.0%	0 0.0%
		eFi	f	f		a	AbcHjklm		F	a	f	f	f	f
3=	29 15.3%	1 6.7%	3 21.4%	5 31.3%	1 14.3%	0 0.0%	0 0.0%	5 25.0%	5 18.5%	0 0.0%	4 11.1%	1 7.1%	2 8.0%	2 25.0%
4=	33 17.4%	2 13.3%	2 14.3%	1 6.3%	1 14.3%	0 0.0%	1 33.3%	5 25.0%	8 29.6%	0 0.0%	6 16.7%	3 21.4%	2 8.0%	2 25.0%
5=	46 24.2%	5 33.3%	5 35.7%	1 6.3%	1 14.3%	0 0.0%	0 0.0%	4 20.0%	5 18.5%	0 0.0%	10 27.8%	4 28.6%	6 24.0%	4 50.0%
				m										c
6=	27 14.2%	4 26.7%	2 14.3%	3 18.8%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	2 7.4%	0 0.0%	6 16.7%	2 14.3%	7 28.0%	0 0.0%
		g						al					g	
7=Very Effectively	16 8.4%	0 0.0%	1 7.1%	4 25.0%	2 28.6%	1 50.0%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	3 8.3%	1 7.1%	2 8.0%	0 0.0%
		cde		aH	aH	aH			CDE					
Mean	4.13	4.20	4.50	4.63	4.86	4.50	2.67	3.80	3.44	1.50	4.33	4.14	4.36	4.25
			hi	hi	h		m		bcdj	bcjM	hi			fl

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All Effectively	7 11.5%	5 7.5%	3 8.1%	1 4.0%	4 7.5%	2 5.6%	2 7.7%	0 0.0%	5 11.1%	1 5.3%	10 12.5%	4 6.5%	1 2.3%
2=	9 14.8%	8 11.9%	3 8.1%	3 12.0%	11 20.8% c	6 16.7% c	0 0.0% ab	0 0.0%	4 8.9%	2 10.5%	8 10.0%	8 12.9%	7 16.3%
3=	12 19.7%	7 10.4%	6 16.2%	4 16.0%	5 9.4% f	6 16.7%	3 11.5%	2 28.6%	7 15.6%	6 31.6% a	8 10.0%	12 19.4%	8 18.6%
4=	10 16.4%	13 19.4%	6 16.2%	4 16.0%	10 18.9%	6 16.7%	6 23.1%	0 0.0%	9 20.0%	1 5.3%	19 23.8%	10 16.1%	4 9.3%
5=	14 23.0%	16 23.9%	9 24.3%	7 28.0%	11 20.8%	9 25.0%	8 30.8%	2 28.6%	10 22.2%	5 26.3%	23 28.8%	12 19.4%	8 18.6%
6=	7 11.5%	10 14.9%	7 18.9%	3 12.0%	6 11.3%	4 11.1%	6 23.1%	2 28.6%	6 13.3%	3 15.8%	9 11.3%	13 21.0%	5 11.6%
7=Very Effectively	2 3.3%	8 11.9%	3 8.1%	3 12.0%	6 11.3%	3 8.3%	1 3.8%	1 14.3%	4 8.9%	1 5.3%	3 3.8% C	3 4.8% C	10 23.3% AB
Mean	3.72 b	4.33 a	4.30	4.36	4.04	4.06	4.54	5.00	4.09	4.05	3.95	4.11	4.53

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not At All Effectively	25 13.3%	4 26.7%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	2 10.0%	6 22.2%	1 50.0%	4 11.1%	2 13.3%	4 17.4%	0 0.0%
2=	41 21.8%	3 20.0%	1 7.1%	3 20.0%	3 42.9%	0 0.0%	1 33.3%	4 20.0%	7 25.9%	1 50.0%	9 25.0%	2 13.3%	5 21.7%	2 25.0%
3=	35 18.6%	3 20.0%	3 21.4%	4 26.7%	1 14.3%	1 50.0%	0 0.0%	5 25.0%	5 18.5%	0 0.0%	9 25.0%	1 6.7%	1 4.3%	1 12.5%
4=	33 17.6%	1 6.7%	6 42.9%	2 13.3%	0 0.0%	0 0.0%	1 33.3%	3 15.0%	4 14.8%	0 0.0%	4 11.1%	4 26.7%	4 17.4%	4 50.0%
5=	36 19.1%	3 20.0%	2 14.3%	4 26.7%	3 42.9%	0 0.0%	0 0.0%	6 30.0%	5 18.5%	0 0.0%	5 13.9%	3 20.0%	4 17.4%	1 12.5%
6=	11 5.9%	1 6.7%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 8.3%	2 13.3%	4 17.4%	0 0.0%
7=Very Effectively	7 3.7%	0 0.0%	0 0.0%	2 13.3%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.6%	1 6.7%	1 4.3%	0 0.0%
Mean	3.40	2.93	3.71	4.00	3.43	5.00	2.33	3.35	2.81	1.50	3.39	3.93	3.65	3.50

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All Effectively	10 16.4%	10 15.4%	3 8.1%	2 8.0%	8 15.4%	4 11.4%	4 15.4%	1 14.3%	4 8.7%	3 16.7%	16 20.3%	4 6.5%	4 9.5%
2=	19 31.1%	13 20.0%	4 10.8%	5 20.0%	12 23.1%	8 22.9%	4 15.4%	0 0.0%	14 30.4%	2 11.1%	20 25.3%	16 25.8%	4 9.5%
3=	10 16.4%	11 16.9%	8 21.6%	6 24.0%	6 11.5%	10 28.6%	5 19.2%	1 14.3%	9 19.6%	3 16.7%	14 17.7%	11 17.7%	10 23.8%
4=	9 14.8%	12 18.5%	7 18.9%	5 20.0%	10 19.2%	4 11.4%	6 23.1%	3 42.9%	8 17.4%	1 5.6%	13 16.5%	12 19.4%	7 16.7%
5=	10 16.4%	12 18.5%	9 24.3%	5 20.0%	12 23.1%	4 11.4%	5 19.2%	2 28.6%	7 15.2%	6 33.3%	13 16.5%	11 17.7%	10 23.8%
6=	2 3.3%	4 6.2%	4 10.8%	1 4.0%	3 5.8%	3 8.6%	1 3.8%	0 0.0%	2 4.3%	2 11.1%	3 3.8%	3 4.8%	5 11.9%
7=Very Effectively	1 1.6%	3 4.6%	2 5.4%	1 4.0%	1 1.9%	2 5.7%	1 3.8%	0 0.0%	2 4.3%	1 5.6%	0 0.0%	5 8.1%	2 4.8%
Mean	3.00 C	3.42	3.95 A	3.52	3.37	3.37	3.42	3.71	3.30	3.83	2.95 bC	3.63 a	3.90 A

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 responding Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent performed by outside agencies	186	15	14	15	7	2	3	18	27	2	35	14	25	8
	18.48	14.28	14.94	37.17	19.60	0.50	16.67	28.27	20.13	0.00	9.67	24.97	15.94	16.25
	27.63	25.20	25.49	30.99	30.30	0.71	28.87	33.38	30.18	0.00	21.58	32.34	25.00	22.48
		c	c	abJl				j			Cg		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 responding 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 by outside agencies	58 19.18 28.54 bc	67 10.33 19.02 aC	37 32.80 32.80 aB	24 17.49 29.56	51 14.59 26.94 f	36 14.27 25.29 f	27 16.27 24.56	7 17.14 18.90	45 25.08 32.11	16 30.78 28.35 ab	80 17.65 28.20	61 17.93 25.04

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	362 100.0%	39 10.8%	25 6.9%	28 7.7%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.0%	3 0.8%	61 16.9%	30 8.3%	49 13.5%	15 4.1%
Brand awareness and brand-building	165 45.6%	11 28.2%	12 48.0%	15 53.6%	6 46.2%	2 28.6%	3 33.3%	19 55.9%	23 48.9%	0 0.0%	29 47.5%	14 46.7%	22 44.9%	8 53.3%
Acquiring new customers	118 32.6%	8 20.5%	11 44.0%	11 39.3%	7 53.8%	1 14.3%	2 22.2%	15 44.1%	9 19.1%	0 0.0%	22 36.1%	9 30.0%	20 40.8%	3 20.0%
Brand promotions, such as contests, coupons	105 29.0%	4 10.3%	9 36.0%	11 39.3%	3 23.1%	1 14.3%	2 22.2%	14 41.2%	13 27.7%	1 33.3%	13 21.3%	12 40.0%	14 28.6%	7 46.7%
Retaining current customers	104 28.7%	7 17.9%	10 40.0%	11 39.3%	5 38.5%	2 28.6%	1 11.1%	9 26.5%	11 23.4%	0 0.0%	25 41.0%	7 23.3%	12 24.5%	4 26.7%
Introducing new products and services	104 28.7%	5 12.8%	7 28.0%	10 35.7%	3 23.1%	1 14.3%	2 22.2%	11 32.4%	16 34.0%	2 66.7%	18 29.5%	10 33.3%	12 24.5%	6 40.0%
Improving employee engagement	79 21.8%	8 20.5%	6 24.0%	5 17.9%	2 15.4%	1 14.3%	2 22.2%	4 11.8%	10 21.3%	0 0.0%	23 37.7%	5 16.7%	9 18.4%	4 26.7%
Marketing research	60 16.6%	3 7.7%	7 28.0%	6 21.4%	2 15.4%	0 0.0%	1 11.1%	8 23.5%	5 10.6%	1 33.3%	14 23.0%	3 10.0%	8 16.3%	2 13.3%

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	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
Identifying new customer groups we currently don't target	49 13.5%	3 7.7% d	6 24.0% h	6 21.4%	4 30.8% ah	0 0.0%	0 0.0%	5 14.7%	3 6.4% bd	0 0.0%	11 18.0%	4 13.3%	5 10.2%	2 13.3%
Identifying new product and service opportunities	37 10.2%	4 10.3%	4 16.0%	5 17.9%	2 15.4%	1 14.3%	0 0.0%	3 8.8%	3 6.4%	0 0.0%	8 13.1%	4 13.3%	3 6.1%	0 0.0%
Improving current products or services	30 8.3%	1 2.6%	2 8.0%	4 14.3%	1 7.7%	1 14.3%	0 0.0%	2 5.9%	3 6.4%	0 0.0%	5 8.2%	4 13.3%	6 12.2%	1 6.7%

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	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
		A	B	C	D	A	B	C	D	E	F	A	B	C
Total	362 100.0%	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 26.8%	58 16.0%	48 13.3%	24 6.6%	85 23.5%	44 12.2%	149 41.2%	103 28.5%	91 25.1%
Brand awareness and brand-building	165 45.6%	52 43.7%	57 47.9%	32 46.4%	24 43.6%	41 42.3%	30 51.7%	25 52.1%	7 29.2%	42 49.4%	18 40.9%	71 47.7%	53 51.5%	37 40.7%
Acquiring new customers	118 32.6%	32 26.9%	41 34.5%	23 33.3%	22 40.0%	38 39.2%	19 32.8%	17 35.4%	6 25.0%	27 31.8%	10 22.7%	51 34.2%	33 32.0%	31 34.1%
Brand promotions, such as contests, coupons	105 29.0%	35 29.4%	32 26.9%	28 40.6% D	10 18.2% C	25 25.8%	19 32.8%	14 29.2%	6 25.0%	24 28.2%	15 34.1%	38 25.5%	38 36.9%	27 29.7%
Retaining current customers	104 28.7%	24 20.2% Bc	42 35.3% A	23 33.3% a	15 27.3%	29 29.9%	18 31.0%	19 39.6%	5 20.8%	21 24.7%	10 22.7%	44 29.5%	29 28.2%	29 31.9%
Introducing new products and services	104 28.7%	33 27.7%	34 28.6%	28 40.6% D	9 16.4% C	29 29.9%	18 31.0%	15 31.3%	5 20.8%	25 29.4%	10 22.7%	41 27.5%	39 37.9%	23 25.3%
Improving employee engagement	79 21.8%	23 19.3% b	38 31.9% aCd	9 13.0% B	9 16.4% b	13 13.4% bce	17 29.3% a	15 31.3% a	3 12.5%	23 27.1% a	7 15.9%	40 26.8% c	26 25.2%	13 14.3% a
Marketing research	60 16.6%	16 13.4%	20 16.8%	14 20.3%	10 18.2%	23 23.7%	9 15.5%	5 10.4%	3 12.5%	12 14.1%	7 15.9%	18 12.1% c	17 16.5%	22 24.2% a

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	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
Identifying new customer groups we currently don't target	49 13.5%	11 9.2%	19 16.0%	9 13.0%	10 18.2%	20 20.6%	9 15.5%	7 14.6%	1 4.2%	6 7.1%	4 9.1%	17 11.4%	14 13.6%	16 17.6%
						E				A				
Identifying new product and service opportunities	37 10.2%	9 7.6%	17 14.3%	7 10.1%	4 7.3%	12 12.4%	4 6.9%	3 6.3%	3 12.5%	12 14.1%	2 4.5%	13 8.7%	9 8.7%	14 15.4%
Improving current products or services	30 8.3%	8 6.7%	8 6.7%	10 14.5%	4 7.3%	8 8.2%	3 5.2%	4 8.3%	2 8.3%	8 9.4%	3 6.8%	8 5.4%	12 11.7%	9 9.9%

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

Topic 5: Social Media

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not At All	31 16.2%	3 20.0%	0 0.0%	3 18.8%	0 0.0%	0 0.0%	2 66.7%	2 10.0%	9 33.3%	1 50.0%	2 5.6%	3 20.0%	5 20.0%	1 12.5%
			Fhi		f		BdgJ	f	bJ	bj	FHi			
2=	47 24.6%	3 20.0%	2 14.3%	1 6.3%	3 42.9%	1 50.0%	0 0.0%	6 30.0%	9 33.3%	1 50.0%	11 30.6%	1 6.7%	5 20.0%	4 50.0%
			dhm	dhm	c				c			m		ck
3=	22 11.5%	2 13.3%	2 14.3%	4 25.0%	1 14.3%	0 0.0%	0 0.0%	3 15.0%	2 7.4%	0 0.0%	3 8.3%	1 6.7%	2 8.0%	2 25.0%
4=	40 20.9%	2 13.3%	4 28.6%	1 6.3%	1 14.3%	0 0.0%	1 33.3%	2 10.0%	5 18.5%	0 0.0%	7 19.4%	8 53.3%	7 28.0%	1 12.5%
		k	k	K				K	k		k	aCGhj		
5=	33 17.3%	4 26.7%	4 28.6%	4 25.0%	1 14.3%	1 50.0%	0 0.0%	5 25.0%	2 7.4%	0 0.0%	8 22.2%	1 6.7%	3 12.0%	0 0.0%
6=	11 5.8%	1 6.7%	1 7.1%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	3 8.3%	1 6.7%	3 12.0%	0 0.0%
7=Very Highly	7 3.7%	0 0.0%	1 7.1%	2 12.5%	1 14.3%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	2 5.6%	0 0.0%	0 0.0%	0 0.0%
Mean	3.30	3.27	4.21	3.81	3.57	3.50	2.00	3.45	2.33	1.50	3.69	3.40	3.28	2.38
			fHiM	H			b	h	BCgJkl	b	Hm	h	h	Bj

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All	14 22.6%	7 10.4%	7 18.9%	3 12.0%	6 11.3%	7 19.4%	3 11.5%	1 14.3%	10 21.7%	3 15.8%	17 21.3%	9 14.5%	4 9.1%
2=	20 32.3% c	15 22.4%	5 13.5% a	7 28.0%	12 22.6%	10 27.8%	6 23.1%	1 14.3%	11 23.9%	6 31.6%	22 27.5%	14 22.6%	10 22.7%
3=	6 9.7%	9 13.4%	5 13.5%	2 8.0%	5 9.4%	5 13.9%	1 3.8%	1 14.3%	8 17.4%	2 10.5%	7 8.8%	10 16.1%	5 11.4%
4=	12 19.4%	13 19.4%	9 24.3%	6 24.0%	9 17.0%	5 13.9%	9 34.6%	2 28.6%	10 21.7%	4 21.1%	18 22.5%	14 22.6%	7 15.9%
5=	8 12.9%	17 25.4%	5 13.5%	3 12.0%	12 22.6%	7 19.4%	4 15.4%	1 14.3%	6 13.0%	2 10.5%	13 16.3%	9 14.5%	9 20.5%
6=	2 3.2%	2 3.0%	4 10.8%	3 12.0%	3 5.7%	2 5.6%	3 11.5% e	1 14.3% e	0 0.0% cdf	2 10.5% e	3 3.8%	5 8.1%	3 6.8%
7=Very Highly	0 0.0%	4 6.0%	2 5.4%	1 4.0%	6 11.3% b	0 0.0% a	0 0.0%	0 0.0%	1 2.2%	0 0.0%	0 0.0% C	1 1.6% c	6 13.6% Ab
Mean	2.77 Bc	3.60 A	3.54 a	3.48	3.79 be	3.03 a	3.54	3.57	2.89 a	3.11	2.96 C	3.31	3.91 A

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Blogging

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Blogging														
1=1st Priority	40 22.0%	7 50.0% cdHk	4 28.6%	2 12.5% a	0 0.0% a	1 50.0%	0 0.0%	4 20.0%	2 8.0% Al	0 0.0%	8 25.0%	1 6.7% al	9 39.1% hk	2 25.0%
2=2nd Priority	23 12.6%	0 0.0% dej	3 21.4%	3 18.8%	2 28.6% ak	1 50.0% ak	0 0.0%	2 10.0%	2 8.0%	0 0.0%	8 25.0% ak	0 0.0% dej	2 8.7%	0 0.0%
3=3rd Priority	27 14.8%	3 21.4%	0 0.0% f	2 12.5%	0 0.0%	0 0.0%	1 33.3% b	5 25.0%	4 16.0%	0 0.0%	6 18.8%	3 20.0%	3 13.0%	0 0.0%
Mean	1.86	1.60	1.43 k	2.00	2.00	1.50	3.00	2.09	2.25	---	1.91	2.50 b	1.57	1.00

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Blogging

	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
<u>Blogging</u>													
1=1st Priority	13 22.8% c	21 32.8% C	2 5.4% aB	4 16.7%	14 28.0%	6 17.1%	5 20.0%	2 33.3%	7 15.9%	4 22.2%	20 26.3%	11 18.6%	8 18.6%
2=2nd Priority	4 7.0%	12 18.8%	3 8.1%	4 16.7%	8 16.0%	7 20.0% f	3 12.0%	0 0.0%	5 11.4%	0 0.0% b	9 11.8%	5 8.5%	9 20.9%
3=3rd Priority	10 17.5%	8 12.5%	5 13.5%	4 16.7%	7 14.0%	6 17.1%	3 12.0%	2 33.3% e	3 6.8% df	5 27.8% e	9 11.8%	13 22.0%	5 11.6%
Mean	1.89	1.68 c	2.30 b	2.00	1.76	2.00	1.82	2.00	1.73	2.11	1.71	2.07	1.86

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Microblogging

	Total	Industry Sector												
		Banking	Communi-	Consumer	Consumer	Education	Energy	Healthcare	Manufact.	Mining	Service	Retail	Tech	Transportation
		Finance Insur.	cations Media	Packaged Goods	Services	E	F	G	H	Construct-ion	Consult.	Wholesale	Software Biotech	M
	A	B	C	D	E	F	G	H	I	J	K	L	M	
<u>Microblogging (e.g., Twitter)</u>														
1=1st Priority	6 3.3%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	0 0.0%	1 3.1%	0 0.0%	2 8.7%	0 0.0%
2=2nd Priority	17 9.3%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.0%	2 8.0%	1 50.0%	7 21.9%	0 0.0%	2 8.7%	1 12.5%
3=3rd Priority	23 12.6%	3 21.4%	3 21.4%	3 18.8%	2 28.6%	0 0.0%	0 0.0%	2 10.0%	0 0.0%	0 0.0%	5 15.6%	1 6.7%	3 13.0%	1 12.5%
Mean	2.37	2.75	3.00	2.50	3.00	---	---	2.50	1.50	2.00	2.31	3.00	2.14	2.50

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Microblogging

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

Microblogging (e.g., Twitter)

1=1st Priority	3 5.3%	2 3.1%	1 2.7%	0 0.0%	2 4.0%	1 2.9%	0 0.0%	0 0.0%	1 2.3%	2 11.1%	2 2.6%	2 3.4%	2 4.7%
2=2nd Priority	7 12.3% c	10 15.6% cd	0 0.0% ab	0 0.0% b	4 8.0%	4 11.4%	2 8.0%	2 33.3% e	3 6.8% d	1 5.6%	7 9.2%	8 13.6%	1 2.3%
3=3rd Priority	4 7.0% b	13 20.3% a	3 8.1%	3 12.5%	9 18.0% b	1 2.9% a	4 16.0%	1 16.7%	6 13.6%	2 11.1%	6 7.9% c	8 13.6%	9 20.9% a
Mean	2.07	2.44	2.50	3.00	2.47	2.00	2.67	2.33	2.50	2.00	2.27	2.33	2.58

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Product reviews

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
<u>Product reviews</u>														
1=1st Priority	13 7.1%	2 14.3% j	0 0.0% d	3 18.8% hj	2 28.6% bgHJ	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	4 17.4% hj	1 12.5% j
2=2nd Priority	12 6.6%	0 0.0% f	0 0.0% f	1 6.3%	0 0.0%	0 0.0%	1 33.3% abj	2 10.0%	2 8.0%	0 0.0%	1 3.1% f	3 20.0%	2 8.7%	0 0.0%
3=3rd Priority	13 7.1%	0 0.0% de	0 0.0% de	2 12.5%	2 28.6% abj	1 50.0% abgjl	0 0.0%	1 5.0% e	2 8.0%	0 0.0%	1 3.1% dem	1 6.7%	1 4.3% e	2 25.0% j
Mean	2.00	1.00	---	1.83	2.00	3.00	2.00	2.33	2.50	---	2.50	2.00	1.57	2.33

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Product reviews

	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
<u>Product reviews</u>													
1=1st Priority	2 3.5% cd	1 1.6% CD	6 16.2% aB	4 16.7% aB	1 2.0% e	2 5.7%	2 8.0%	1 16.7%	6 13.6% a	1 5.6%	2 2.6% c	5 8.5%	6 14.0% a
2=2nd Priority	5 8.8% b	0 0.0% aCd	5 13.5% B	2 8.3% b	5 10.0%	3 8.6%	2 8.0%	0 0.0%	2 4.5%	0 0.0%	8 10.5%	2 3.4%	2 4.7%
3=3rd Priority	3 5.3%	2 3.1% d	4 10.8%	4 16.7% b	2 4.0%	3 8.6%	4 16.0%	1 16.7%	3 6.8%	0 0.0%	3 3.9% c	3 5.1%	7 16.3% a
Mean	2.10	2.33	1.87	2.00	2.13	2.13	2.25	2.00	1.73	1.00	2.08	1.80	2.07

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Product design or co-creation

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
<u>Product design or co-creation (e.g., NikeID)</u>														
1=1st Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3=3rd Priority	1 0.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	0 0.0%	0 0.0%
Mean	3.00	---	---	---	---	---	---	---	---	---	3.00	---	---	---

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Product design or co-creation

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

Product design or co-creation (e.g., NikeID)

1=1st Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3=3rd Priority	1 1.8%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
Mean	3.00	---	---	---	3.00	---	---	---	---	---	---	---	3.00

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Video sharing

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
<u>Video sharing (e.g., YouTube)</u>														
1=1st Priority	23 12.6%	0 0.0% hi	2 14.3%	2 12.5%	0 0.0%	0 0.0%	0 0.0%	2 10.0%	8 32.0% ajl	1 50.0% al	3 9.4% h	3 20.0%	1 4.3% hi	1 12.5%
2=2nd Priority	36 19.8%	4 28.6%	2 14.3%	4 25.0%	1 14.3%	1 50.0%	0 0.0%	6 30.0%	8 32.0% j	0 0.0%	3 9.4% hm	1 6.7% m	2 8.7% m	4 50.0% jkl
3=3rd Priority	33 18.1%	2 14.3%	4 28.6%	2 12.5%	1 14.3%	0 0.0%	0 0.0%	4 20.0%	3 12.0%	0 0.0%	6 18.8%	5 33.3%	5 21.7%	1 12.5%
Mean	2.11	2.33	2.25	2.00	2.50	2.00	---	2.17	1.74 l	1.00	2.25	2.22	2.50 h	2.00

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Video sharing

	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
<u>Video sharing (e.g., YouTube)</u>													
1=1st Priority	13 22.8% bc	5 7.8% a	2 5.4% a	3 12.5%	2 4.0% bdE	7 20.0% ac	0 0.0% bDe	2 33.3% aC	10 22.7% Ac	2 11.1%	9 11.8%	10 16.9%	3 7.0%
2=2nd Priority	15 26.3%	9 14.1%	7 18.9%	5 20.8%	9 18.0%	2 5.7% cef	7 28.0% b	1 16.7%	10 22.7% b	5 27.8% b	13 17.1%	14 23.7%	8 18.6%
3=3rd Priority	7 12.3%	12 18.8%	10 27.0%	4 16.7%	7 14.0%	8 22.9%	6 24.0%	1 16.7%	9 20.5%	2 11.1%	16 21.1%	10 16.9%	7 16.3%
Mean	1.83 bC	2.27 a	2.42 A	2.08	2.28	2.06	2.46	1.75	1.97	2.00	2.18	2.00	2.22

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Photosharing

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
<u>Photosharing (e.g., Instagram, Snapchat)</u>														
1=1st Priority	5 2.7%	0 0.0%	0 0.0%	1 6.3%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	1 12.5%
					j						dm			j
2=2nd Priority	19 10.4%	2 14.3%	2 14.3%	2 12.5%	2 28.6%	0 0.0%	0 0.0%	2 10.0%	2 8.0%	0 0.0%	0 0.0%	5 33.3%	0 0.0%	2 25.0%
		j	j	j	Jl				k		abcDKM	hJL	dKl	Jl
3=3rd Priority	11 6.0%	0 0.0%	3 21.4%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	3 12.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	1 12.5%
			J						j		Bhm			j
Mean	2.17	2.00	2.60	2.00	1.67	---	---	2.33	2.33	---	---	1.83	3.00	2.00
			k									b		

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Photosharing

	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
<u>Photosharing (e.g., Instagram, Snapchat)</u>													
1=1st Priority	3 5.3%	0 0.0%	1 2.7%	1 4.2%	2 4.0%	1 2.9%	0 0.0%	0 0.0%	1 2.3%	1 5.6%	1 1.3%	3 5.1%	1 2.3%
2=2nd Priority	2 3.5% Cd	3 4.7% C	10 27.0% AB	4 16.7% a	3 6.0%	3 8.6%	3 12.0%	0 0.0%	6 13.6%	3 16.7%	6 7.9%	6 10.2%	6 14.0%
3=3rd Priority	5 8.8%	5 7.8%	1 2.7%	0 0.0%	4 8.0%	1 2.9%	1 4.0%	0 0.0%	4 9.1%	1 5.6%	4 5.3%	4 6.8%	2 4.7%
Mean	2.20	2.63 Cd	2.00 B	1.80 b	2.22	2.00	2.25	---	2.27	2.00	2.27	2.08	2.11
Significance Tests Between Columns: Lower case: p<.05 Upper case: p<.01													

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Podcasting

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M	
<u>Podcasting</u>															
1=1st Priority	1 0.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	
2=2nd Priority	3 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	1 6.7%	1 4.3%	0 0.0%	
3=3rd Priority	6 3.3%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 12.5%	0 0.0%	1 4.3%	0 0.0%	
Mean	2.50	---	3.00	---	---	---	---	---	---	1.00	---	2.80	2.00	2.50	---

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Podcasting

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

Podcasting

1=1st Priority	1 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	1 1.7%	0 0.0%
2=2nd Priority	2 3.5%	0 0.0%	0 0.0%	1 4.2%	1 2.0%	1 2.9%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	1 1.3%	1 1.7%	1 2.3%
3=3rd Priority	1 1.8%	3 4.7%	0 0.0%	2 8.3%	4 8.0%	1 2.9%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	2 2.6%	2 3.4%	1 2.3%
Mean	2.00	3.00	---	2.67	2.80	2.50	---	---	2.00	---	2.67	2.25	2.50

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Social networking

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
<u>Social networking (e.g., Facebook, LinkedIn)</u>														
1=1st Priority	85 46.7%	3 21.4% fgj	8 57.1%	6 37.5%	4 57.1%	1 50.0%	3 100.0%	13 65.0% al	10 40.0%	0 0.0%	19 59.4% al	8 53.3%	6 26.1% fgj	3 37.5%
2=2nd Priority	48 26.4%	4 28.6%	5 35.7%	5 31.3%	2 28.6%	0 0.0%	0 0.0%	4 20.0%	7 28.0%	0 0.0%	8 25.0%	3 20.0%	9 39.1%	1 12.5%
3=3rd Priority	21 11.5%	1 7.1%	0 0.0% eim	3 18.8%	1 14.3%	1 50.0% bgj	0 0.0%	1 5.0% eim	6 24.0% j	1 50.0% bgj	1 3.1% ehiM	1 6.7%	2 8.7%	3 37.5% bgJ
Mean	1.58	1.75	1.38	1.79 j	1.57	2.00	1.00	1.33 hm	1.83 gj	3.00	1.36 chlm	1.42	1.76 j	2.00 gi

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Social networking

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

Social networking (e.g., Facebook, LinkedIn)

1=1st Priority	21 36.8%	31 48.4%	21 56.8%	12 50.0%	26 52.0%	17 48.6%	16 64.0% de	1 16.7% c	17 38.6% c	7 38.9%	37 48.7%	23 39.0%	23 53.5%
2=2nd Priority	16 28.1%	19 29.7%	6 16.2%	7 29.2%	13 26.0%	8 22.9%	5 20.0%	3 50.0%	12 27.3%	7 38.9%	17 22.4%	19 32.2%	11 25.6%
3=3rd Priority	10 17.5%	4 6.3%	4 10.8%	3 12.5%	4 8.0%	4 11.4%	1 4.0%	1 16.7%	7 15.9%	2 11.1%	11 14.5%	6 10.2%	3 7.0%
Mean	1.77	1.50	1.45	1.59	1.49	1.55	1.32 de	2.00 c	1.72 c	1.69	1.60	1.65	1.46

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Forums

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
<u>Forums (e.g., Google groups)</u>														
1=1st Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd Priority	6 3.3%	0 0.0%	1 7.1%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	2 8.7%	0 0.0%
3=3rd Priority	4 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	0 0.0%	1 3.1%	0 0.0%	1 4.3%	0 0.0%
Mean	2.40	---	2.00	2.00	---	---	---	2.00	3.00	---	2.50	---	2.33	---

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Forums

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

Forums (e.g., Google groups)

1=1st Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd Priority	2 3.5%	3 4.7%	1 2.7%	0 0.0%	2 4.0%	3 8.6%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	4 5.3%	1 1.7%	1 2.3%
3=3rd Priority	3 5.3%	0 0.0%	1 2.7%	0 0.0%	1 2.0%	1 2.9%	0 0.0%	0 0.0%	1 2.3%	1 5.6%	2 2.6%	2 3.4%	0 0.0%
Mean	2.60	2.00	2.50	---	2.33	2.25	---	---	2.50	3.00	2.33	2.67	2.00

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Social bookmarking

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Social bookmarking (e.g., Digg)</u>														
1=1st Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd Priority	1 0.5%	1 7.1%	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%
3=3rd Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	2.00	2.00	---	---	---	---	---	---	---	---	---	---	---	---

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: Social bookmarking

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

Social bookmarking (e.g., Digg)

1=1st Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd Priority	0 0.0%	0 0.0%	1 2.7%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
3=3rd Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	---	---	2.00	---	2.00	---	---	---	---	---	---	---	2.00

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Virtual reality

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
<u>Virtual reality (e.g., Second life)</u>														
1=1st Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3=3rd Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	---	---	---	---	---	---	---	---	---	---	---	---	---	---

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: Virtual reality

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

Virtual reality (e.g., Second life)

1=1st Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=2nd Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3=3rd Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	---	---	---	---	---	---	---	---	---	---	---	---	---

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

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company’s performance: We don’t use social media

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
<u>We don’t use social media</u>														
1=1st Priority	9 4.9%	2 14.3%	0 0.0% i	1 6.3%	0 0.0%	0 0.0%	0 0.0%	1 5.0% i	1 4.0% i	1 50.0% bghjl	1 3.1% i	1 6.7%	1 4.3% i	0 0.0%
2=2nd Priority	1 0.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%
3=3rd Priority	4 2.2%	1 7.1%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%	0 0.0%	1 4.3%	0 0.0%
Mean	1.64	1.67	---	1.00	3.00	---	---	1.00	1.00	1.00	2.00	1.50	2.00	---
Significance Tests Between Columns:	Lower case: p<.05 Upper case: p<.01													

Topic 5: Social Media

Rank the top three (1=best) of the following social media according to impact your company's performance: We don't use social media

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

We don't use social media

1=1st Priority	1 1.8%	4 6.3%	4 10.8%	0 0.0%	3 6.0%	1 2.9%	2 8.0%	0 0.0%	1 2.3%	1 5.6%	5 6.6%	4 6.8%	0 0.0%
2=2nd Priority	0 0.0%	0 0.0%	1 2.7%	0 0.0%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%
3=3rd Priority	0 0.0%	2 3.1%	0 0.0%	2 8.3%	0 0.0%	2 5.7%	1 4.0%	0 0.0%	1 2.3%	0 0.0%	2 2.6%	1 1.7%	1 2.3%
Mean	1.00	1.67	1.20	3.00	1.00	2.25	1.67	---	2.00	1.00	1.57	1.40	2.50

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
We have proven the impact quantitatively	44 23.3%	4 26.7%	5 35.7%	7 46.7%	1 14.3%	2 100.0%	0 0.0%	3 15.0%	2 7.4%	0 0.0%	10 27.8%	1 7.1%	7 28.0%	2 25.0%
We have a good qualitative sense of the impact, but not a quantitative impact	80 42.3%	9 60.0%	7 50.0%	5 33.3%	5 71.4%	0 0.0%	1 33.3%	8 40.0%	11 40.7%	0 0.0%	12 33.3%	8 57.1%	9 36.0%	4 50.0%
We haven't been able to show the impact yet	65 34.4%	2 13.3%	2 14.3%	3 20.0%	1 14.3%	0 0.0%	2 66.7%	9 45.0%	14 51.9%	2 100.0%	14 38.9%	5 35.7%	9 36.0%	2 25.0%

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

Topic 5: Social Media

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We have proven the impact quantitatively	8 12.9% d	18 26.9%	9 25.7%	9 36.0% a	16 30.8% e	8 22.2%	7 26.9%	4 57.1%	6 13.0%	3 16.7%	13 16.3% C	12 20.0% c	18 40.0% Ab
We have a good qualitative sense of the impact, but not a quantitative impact	28 45.2%	27 40.3%	12 34.3%	13 52.0%	18 34.6%	12 33.3%	13 50.0%	2 28.6%	24 52.2%	9 50.0%	33 41.3%	33 55.0% C	12 26.7% B
We haven't been able to show the impact yet	26 41.9% D	22 32.8% d	14 40.0% d	3 12.0% Abc	18 34.6%	16 44.4%	6 23.1%	1 14.3%	16 34.8%	6 33.3%	34 42.5% b	15 25.0% a	15 33.3%

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities

Number responding Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Current	180 6.97 10.52	15 6.68 9.85	14 12.30 15.39	15 8.50 13.77	7 16.11 14.27	2 22.37 24.56	3 0.67 1.15	16 2.56 3.67	26 5.46 6.89	2 0.00 0.00	32 3.31 6.10	14 7.91 11.06	25 7.92 10.82	8 12.25 12.73
			gJ		GHJ	GhJ		bDEM	De		BDEIM		j	GJ
In 3 years	179 13.52 15.14	15 11.43 14.98	14 23.76 17.04	14 15.99 17.45	7 25.71 18.13	2 28.45 33.16	3 17.33 28.31	16 10.88 11.11	26 10.65 10.06	2 0.00 0.00	32 7.13 9.00	14 15.56 17.48	25 14.12 16.20	8 19.13 18.64
		b	agHJ	j	gHJ	J		bd	BD		BcDEklm	j	j	j

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities

Number responding Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Current	58 5.56 8.87 cD	63 3.55 6.51 CD	35 10.94 12.95 aB	24 13.57 14.06 AB	49 7.05 12.67	36 5.90 10.55	25 9.10 12.51	7 13.68 14.12 e	44 5.70 6.71 d	16 6.94 6.87	80 4.36 7.93 bC	57 7.78 10.29 a	41 11.03 13.78 A
In 3 years	57 11.79 13.39 D	63 8.22 9.55 CD	35 18.19 18.20 B	24 24.72 18.80 AB	48 15.96 18.10	36 10.41 13.50 d	25 16.35 18.00	7 22.84 19.47 be	44 10.98 10.02 d	16 12.31 13.30	80 10.05 12.53 C	56 14.39 14.57	41 19.38 18.80 A

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

Topic 6: Mobile Marketing

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
Poorly	49 31.0%	7 50.0% bdk	1 8.3% achi	6 46.2% bk	0 0.0% ai	1 50.0%	1 50.0%	4 30.8%	10 41.7% bk	2 100.0% bdKl	9 33.3%	1 7.1% achI	5 23.8% i	2 25.0%
	27 17.1%	3 21.4%	3 25.0%	1 7.7%	2 33.3%	0 0.0%	0 0.0%	3 23.1%	5 20.8%	0 0.0%	4 14.8%	3 21.4%	1 4.8%	2 25.0%
	22 13.9%	0 0.0% b	5 41.7% ah	1 7.7%	1 16.7%	0 0.0%	0 0.0%	2 15.4%	2 8.3% b	0 0.0%	5 18.5%	2 14.3%	3 14.3%	1 12.5%
	31 19.6%	2 14.3%	0 0.0% fkl	2 15.4%	1 16.7%	0 0.0%	1 50.0% b	3 23.1%	4 16.7%	0 0.0%	5 18.5%	5 35.7% b	8 38.1% b	0 0.0%
	14 8.9%	0 0.0%	1 8.3%	1 7.7%	1 16.7%	0 0.0%	0 0.0%	1 7.7%	2 8.3%	0 0.0%	2 7.4%	1 7.1%	4 19.0%	1 12.5%
	8 5.1%	1 7.1%	1 8.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	2 7.4%	1 7.1%	0 0.0%
Excellent	7 4.4%	1 7.1%	1 8.3%	2 15.4% j	0 0.0%	1 50.0% gHJL	0 0.0%	0 0.0%	0 0.0% e	0 0.0% E	0 0.0% cE	1 7.1%	0 0.0% E	1 12.5%
Mean	2.91	2.43	3.33	2.92	3.67	4.00	2.50	2.54	2.42 k	1.00	2.74	3.64 h	3.24	3.38

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

Topic 6: Mobile Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
Poorly	16 33.3%	18 33.3%	10 30.3%	5 21.7%	10 26.3%	11 35.5%	7 30.4%	2 28.6%	13 33.3%	5 29.4%	26 40.6%	15 28.8%	7 17.5%
	7 14.6%	11 20.4%	5 15.2%	4 17.4%	7 18.4%	3 9.7%	7 30.4%	0 0.0%	8 20.5%	2 11.8%	10 15.6%	9 17.3%	8 20.0%
	8 16.7%	10 18.5%	1 3.0%	3 13.0%	9 23.7%	5 16.1%	1 4.3%	2 28.6%	4 10.3%	1 5.9%	9 14.1%	5 9.6%	7 17.5%
	11 22.9%	11 20.4%	7 21.2%	2 8.7%	6 15.8%	7 22.6%	5 21.7%	1 14.3%	8 20.5%	3 17.6%	13 20.3%	13 25.0%	5 12.5%
	3 6.3%	2 3.7%	5 15.2%	4 17.4%	1 2.6%	3 9.7%	1 4.3%	1 14.3%	2 5.1%	5 29.4%	4 6.3%	5 9.6%	5 12.5%
	2 4.2%	1 1.9%	2 6.1%	3 13.0%	1 2.6%	1 3.2%	1 4.3%	1 14.3%	4 10.3%	0 0.0%	1 1.6%	5 9.6%	2 5.0%
Excellent	1 2.1%	1 1.9%	3 9.1%	2 8.7%	4 10.5%	1 3.2%	1 4.3%	0 0.0%	0 0.0%	1 5.9%	1 1.6%	0 0.0%	6 15.0%
Mean	2.75	2.54	3.30	3.57	3.00	2.84	2.70	3.29	2.74	3.29	2.47	2.98	3.58

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.	Communi- Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
Poorly	32 20.1%	2 14.3% i	2 15.4% i	5 38.5%	0 0.0% i	0 0.0%	1 50.0%	3 23.1%	7 29.2%	2 100.0% abdjKlm	5 18.5% i	1 7.1% I	3 14.3% i	1 12.5% i
	16 10.1%	3 21.4%	0 0.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	2 8.3%	0 0.0%	3 11.1%	3 21.4%	1 4.8%	0 0.0%
	22 13.8%	2 14.3%	5 38.5% gk	1 7.7%	2 33.3% gk	0 0.0%	0 0.0%	0 0.0% bd	4 16.7%	0 0.0%	4 14.8%	0 0.0% bd	2 9.5%	2 25.0%
	35 22.0%	3 21.4%	2 15.4%	2 15.4%	0 0.0%	0 0.0%	1 50.0%	5 38.5%	4 16.7%	0 0.0%	6 22.2%	5 35.7%	5 23.8%	2 25.0%
	27 17.0%	1 7.1%	1 7.7%	1 7.7%	1 16.7%	1 50.0%	0 0.0%	3 23.1%	3 12.5%	0 0.0%	3 11.1%	4 28.6%	7 33.3%	2 25.0%
	12 7.5%	0 0.0% d	2 15.4%	1 7.7%	2 33.3% agk	0 0.0%	0 0.0%	0 0.0% d	3 12.5%	0 0.0%	3 11.1%	0 0.0% d	1 4.8%	0 0.0%
Excellent	15 9.4%	3 21.4%	1 7.7%	1 7.7%	1 16.7%	1 50.0% gh	0 0.0%	0 0.0% e	1 4.2% e	0 0.0%	3 11.1%	1 7.1%	2 9.5%	1 12.5%
Mean	3.66	3.71	3.77	2.92 d	5.00 cg	6.00 g	2.50	3.23 de	3.29	1.00	3.74	3.86	4.10	4.00

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

Topic 6: Mobile Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
Poorly	12 25.0% d	12 22.2%	7 20.6%	1 4.3% a	7 18.4%	7 21.9%	4 17.4%	0 0.0%	10 25.6%	3 17.6%	15 23.4%	11 21.2%	5 12.2%
	4 8.3%	7 13.0%	4 11.8%	1 4.3%	2 5.3%	5 15.6%	2 8.7%	1 14.3%	5 12.8%	1 5.9%	7 10.9%	6 11.5%	3 7.3%
	6 12.5%	10 18.5%	2 5.9%	4 17.4%	8 21.1%	5 15.6%	4 17.4%	0 0.0%	3 7.7%	2 11.8%	11 17.2%	3 5.8% c	8 19.5% b
	10 20.8%	12 22.2%	7 20.6%	6 26.1%	6 15.8%	6 18.8%	5 21.7%	2 28.6%	11 28.2%	3 17.6%	16 25.0%	11 21.2%	7 17.1%
	7 14.6%	7 13.0%	9 26.5%	4 17.4%	5 13.2%	6 18.8%	4 17.4%	3 42.9% e	3 7.7% df	6 35.3% e	7 10.9%	10 19.2%	10 24.4%
	4 8.3%	3 5.6%	3 8.8%	2 8.7%	3 7.9%	3 9.4%	2 8.7%	0 0.0%	2 5.1%	2 11.8%	4 6.3%	4 7.7%	4 9.8%
Excellent	5 10.4%	3 5.6% d	2 5.9%	5 21.7% b	7 18.4% b	0 0.0% ade	2 8.7%	1 14.3% b	5 12.8% b	0 0.0%	4 6.3%	7 13.5%	4 9.8%
Mean	3.58 d	3.30 D	3.71	4.61 aB	3.97	3.25	3.74	4.57	3.46	3.82	3.33	3.83	4.02

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

Topic 6: Mobile Marketing

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
Poorly	37 23.3%	3 21.4% i	2 15.4% i	6 46.2%	0 0.0% i	0 0.0%	1 50.0%	4 30.8%	7 29.2%	2 100.0% abdjklm	5 18.5% i	2 14.3% i	4 19.0% i	1 12.5% i
	21 13.2%	4 28.6%	3 23.1%	1 7.7%	1 16.7%	0 0.0%	0 0.0%	3 23.1%	2 8.3%	0 0.0%	3 11.1%	2 14.3%	1 4.8%	1 12.5%
	21 13.2%	1 7.1% d	2 15.4%	2 15.4%	3 50.0% ahk	0 0.0%	0 0.0%	1 7.7%	2 8.3% d	0 0.0%	4 14.8%	1 7.1% d	4 19.0%	1 12.5%
	41 25.8%	4 28.6%	1 7.7% m	2 15.4%	0 0.0%	0 0.0%	1 50.0%	4 30.8%	7 29.2%	0 0.0%	8 29.6%	4 28.6%	6 28.6%	4 50.0% b
	19 11.9%	0 0.0% e	2 15.4%	0 0.0% e	1 16.7%	1 50.0% ac	0 0.0%	1 7.7%	4 16.7%	0 0.0%	3 11.1%	3 21.4%	4 19.0%	0 0.0%
	13 8.2%	1 7.1%	2 15.4%	1 7.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	3 11.1%	1 7.1%	1 4.8%	1 12.5%
Excellent	7 4.4%	1 7.1%	1 7.7%	1 7.7%	0 0.0%	1 50.0% gHjl	0 0.0%	0 0.0% e	0 0.0% E	0 0.0%	1 3.7% e	1 7.1%	1 4.8% e	0 0.0%
Mean	3.32	3.07	3.62	2.69 e	3.67	6.00 cGh	2.50	2.62 E	3.21 e	1.00	3.52	3.79	3.57	3.50

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

Topic 6: Mobile Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
Poorly	12 25.0% d	14 25.9% d	10 29.4% d	1 4.3% abc	8 21.1%	7 21.9%	6 26.1%	1 14.3%	11 28.2%	3 17.6%	17 26.6%	11 21.2%	8 19.5%
	5 10.4%	11 20.4%	3 8.8%	2 8.7%	5 13.2%	6 18.8%	2 8.7%	0 0.0%	7 17.9%	1 5.9%	11 17.2%	6 11.5%	4 9.8%
	6 12.5%	7 13.0%	2 5.9% d	6 26.1% c	6 15.8%	3 9.4%	2 8.7%	2 28.6%	5 12.8%	3 17.6%	7 10.9%	5 9.6%	9 22.0%
	11 22.9%	15 27.8%	9 26.5%	6 26.1%	6 15.8% c	9 28.1%	9 39.1% a	2 28.6%	8 20.5%	6 35.3%	15 23.4%	15 28.8%	11 26.8%
	7 14.6%	3 5.6%	6 17.6%	3 13.0%	4 10.5%	5 15.6%	2 8.7%	2 28.6% e	2 5.1% d	3 17.6%	9 14.1%	7 13.5%	2 4.9%
	5 10.4%	3 5.6%	3 8.8%	2 8.7%	5 13.2%	2 6.3%	1 4.3%	0 0.0%	4 10.3%	1 5.9%	2 3.1%	6 11.5%	5 12.2%
Excellent	2 4.2%	1 1.9% d	1 2.9%	3 13.0% b	4 10.5%	0 0.0%	1 4.3%	0 0.0%	2 5.1%	0 0.0%	3 4.7%	2 3.8%	2 4.9%
Mean	3.40	2.91 D	3.32	4.13 B	3.63	3.16	3.26	3.57	3.08	3.47	3.09	3.52	3.44

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
Poorly	33 20.9%	2 14.3% i	2 16.7% i	4 30.8%	1 16.7%	0 0.0%	1 50.0%	3 23.1%	6 25.0% i	2 100.0% abhjKlm	7 25.9% i	1 7.1% I	3 14.3% i	1 12.5% i
	20 12.7%	2 14.3%	1 8.3%	1 7.7%	1 16.7%	0 0.0%	0 0.0%	2 15.4%	4 16.7%	0 0.0%	3 11.1%	4 28.6%	1 4.8%	1 12.5%
	18 11.4%	3 21.4%	1 8.3%	2 15.4%	1 16.7%	0 0.0%	0 0.0%	1 7.7%	2 8.3%	0 0.0%	3 11.1%	1 7.1%	2 9.5%	2 25.0%
	38 24.1%	4 28.6%	5 41.7%	2 15.4%	1 16.7%	0 0.0%	1 50.0%	2 15.4%	4 16.7%	0 0.0%	5 18.5%	4 28.6%	8 38.1%	2 25.0%
	26 16.5%	0 0.0% eg	2 16.7%	1 7.7%	1 16.7%	1 50.0% a	0 0.0%	5 38.5% a	4 16.7%	0 0.0%	4 14.8%	2 14.3%	4 19.0%	2 25.0%
	15 9.5%	2 14.3%	1 8.3%	1 7.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	3 12.5%	0 0.0%	4 14.8%	1 7.1%	2 9.5%	0 0.0%
Excellent	8 5.1%	1 7.1%	0 0.0% e	2 15.4%	0 0.0%	1 50.0% bghjl	0 0.0%	0 0.0% e	1 4.2% e	0 0.0%	1 3.7% e	1 7.1%	1 4.8% e	0 0.0%
Mean	3.51	3.57	3.58	3.46	3.50	6.00 m	2.50	3.31	3.38	1.00	3.44	3.64	3.90	3.38 e

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

Topic 6: Mobile Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
Poorly	11 22.9%	14 25.9%	6 18.2%	2 8.7%	6 15.8%	7 22.6%	5 21.7%	0 0.0%	11 28.2%	3 17.6%	18 28.1%	8 15.4%	6 15.0%
	5 10.4%	8 14.8%	5 15.2%	2 8.7%	6 15.8%	6 19.4%	3 13.0%	1 14.3%	3 7.7%	1 5.9%	8 12.5%	7 13.5%	5 12.5%
	6 12.5%	5 9.3%	3 9.1%	4 17.4%	4 10.5%	3 9.7%	3 13.0%	1 14.3%	5 12.8%	2 11.8%	4 6.3%	7 13.5%	7 17.5%
	11 22.9%	15 27.8%	6 18.2%	6 26.1%	9 23.7%	9 29.0%	5 21.7%	2 28.6%	9 23.1%	3 17.6%	17 26.6%	11 21.2%	9 22.5%
	7 14.6%	8 14.8%	7 21.2%	4 17.4%	7 18.4%	5 16.1%	4 17.4%	1 14.3%	4 10.3%	4 23.5%	11 17.2%	8 15.4%	7 17.5%
	4 8.3%	3 5.6%	4 12.1%	4 17.4%	3 7.9%	0 0.0% deF	2 8.7%	1 14.3%	5 12.8%	4 23.5%	5 7.8%	7 13.5%	3 7.5%
Excellent	4 8.3%	1 1.9%	2 6.1%	1 4.3%	3 7.9%	1 3.2%	1 4.3%	1 14.3%	2 5.1%	0 0.0%	1 1.6%	4 7.7%	3 7.5%
Mean	3.54	3.15 d	3.70	4.04 b	3.68	3.10	3.43	4.43	3.38	3.94	3.22	3.79	3.68

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

Topic 6: Mobile Marketing

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
Poorly	44 27.8%	6 42.9%	3 25.0%	6 46.2%	0 0.0%	0 0.0%	1 50.0%	3 23.1%	9 37.5%	2 100.0%	7 25.9%	2 14.3%	4 19.0%	1 12.5%
	23 14.6%	2 14.3%	2 16.7%	2 15.4%	2 33.3%	1 50.0%	0 0.0%	1 7.7%	2 8.3%	0 0.0%	5 18.5%	2 14.3%	1 4.8%	3 37.5%
	20 12.7%	1 7.1%	3 25.0%	2 15.4%	1 16.7%	0 0.0%	0 0.0%	2 15.4%	3 12.5%	0 0.0%	4 14.8%	0 0.0%	2 9.5%	2 25.0%
	42 26.6%	2 14.3%	1 8.3%	1 7.7%	1 16.7%	0 0.0%	1 50.0%	6 46.2%	5 20.8%	0 0.0%	7 25.9%	6 42.9%	12 57.1%	0 0.0%
	14 8.9%	1 7.1%	1 8.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 7.7%	4 16.7%	0 0.0%	1 3.7%	2 14.3%	2 9.5%	1 12.5%
	12 7.6%	1 7.1%	2 16.7%	2 15.4%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	3 11.1%	1 7.1%	0 0.0%	1 12.5%
	3 1.9%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%
Mean	3.04	2.79	3.08	2.46	3.67	4.50	2.50	3.08	2.83	1.00	2.96	3.79	3.33	3.00

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

Topic 6: Mobile Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
Poorly	15 31.3% d	18 33.3% d	9 27.3%	2 8.7% ab	9 23.7%	9 29.0%	7 30.4%	1 14.3%	14 35.9%	3 17.6%	24 37.5% C	14 26.9%	5 12.5% A
	5 10.4%	9 16.7%	3 9.1%	6 26.1%	7 18.4%	4 12.9%	4 17.4%	0 0.0%	5 12.8%	3 17.6%	10 15.6%	7 13.5%	6 15.0%
	5 10.4%	7 13.0%	4 12.1%	4 17.4%	6 15.8%	3 9.7% d	1 4.3% d	3 42.9% bcf	6 15.4%	1 5.9% d	6 9.4%	5 9.6%	8 20.0%
	15 31.3%	15 27.8%	7 21.2%	5 21.7%	9 23.7%	10 32.3%	6 26.1%	2 28.6%	9 23.1%	5 29.4%	18 28.1%	13 25.0%	11 27.5%
	5 10.4%	4 7.4%	5 15.2%	0 0.0%	2 5.3%	3 9.7%	3 13.0%	0 0.0%	2 5.1%	3 17.6%	4 6.3%	8 15.4%	2 5.0%
	2 4.2% d	1 1.9% cD	4 12.1% b	5 21.7% aB	3 7.9%	2 6.5%	1 4.3%	1 14.3%	3 7.7%	2 11.8%	2 3.1%	5 9.6%	5 12.5%
Excellent	1 2.1%	0 0.0%	1 3.0%	1 4.3%	2 5.3%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0% c	0 0.0% c	3 7.5% ab
Mean	3.00	2.65 d	3.36	3.61 b	3.13	3.00	3.04	3.43	2.72	3.47	2.59 C	3.17	3.65 A

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

Topic 6: Mobile Marketing

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

	Total	Industry Sector													
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M	
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%	
Poorly	45 28.5%	5 35.7%	4 33.3%	7 53.8% dkl	0 0.0% ci	0 0.0%	1 50.0%	3 23.1%	9 37.5%	2 100.0% ijklm	7 25.9% i	2 14.3% ci	4 19.0% ci	1 12.5% i	
	32 20.3%	2 14.3%	2 16.7%	2 15.4%	3 50.0% h	1 50.0%	0 0.0%	4 30.8%	2 8.3% d	0 0.0%	7 25.9%	2 14.3%	4 19.0%	3 37.5%	
	27 17.1%	2 14.3%	4 33.3%	1 7.7%	2 33.3%	0 0.0%	0 0.0%	2 15.4%	5 20.8%	0 0.0%	4 14.8%	1 7.1%	4 19.0%	2 25.0%	
	31 19.6%	2 14.3%	0 0.0% fkl	1 7.7%	0 0.0%	0 0.0%	1 50.0% b	3 23.1%	6 25.0%	0 0.0%	5 18.5%	5 35.7% b	8 38.1% b	0 0.0%	
	11 7.0%	0 0.0%	1 8.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 7.7%	2 8.3%	0 0.0%	1 3.7%	3 21.4%	1 4.8%	1 12.5%	
	9 5.7%	2 14.3%	1 8.3%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 11.1%	0 0.0%	0 0.0%	1 12.5%
	3 1.9%	1 7.1%	0 0.0% e	0 0.0% e	0 0.0%	1 50.0% bcgHJL	0 0.0%	0 0.0%	0 0.0% e	0 0.0% E	0 0.0% E	0 0.0% E	1 7.1% E	0 0.0% E	0 0.0%
Mean	2.81	3.00	2.58	2.31	2.83	4.50	2.50	2.62	2.58 k	1.00	2.81	3.64 h	2.90	3.00	

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

Topic 6: Mobile Marketing

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
Poorly	15 31.3% d	19 35.2% D	10 30.3% d	1 4.3% aBc	9 23.7%	9 29.0%	7 30.4%	1 14.3%	15 38.5%	3 17.6%	23 35.9% c	15 28.8%	6 15.0% a
	7 14.6% d	11 20.4%	5 15.2% d	9 39.1% ac	10 26.3%	7 22.6%	3 13.0%	3 42.9%	7 17.9%	2 11.8%	16 25.0%	6 11.5%	9 22.5%
	11 22.9% c	9 16.7%	1 3.0% ad	6 26.1% c	7 18.4%	5 16.1%	3 13.0%	2 28.6%	6 15.4%	4 23.5%	10 15.6%	9 17.3%	8 20.0%
	10 20.8%	12 22.2%	7 21.2%	2 8.7%	5 13.2%	6 19.4%	7 30.4%	0 0.0%	8 20.5%	4 23.5%	11 17.2%	14 26.9%	6 15.0%
	3 6.3%	2 3.7% c	6 18.2% bd	0 0.0% c	2 5.3%	3 9.7%	1 4.3%	0 0.0%	1 2.6% f	3 17.6% e	3 4.7%	5 9.6%	3 7.5%
	1 2.1% d	1 1.9% d	3 9.1%	4 17.4% ab	3 7.9%	1 3.2%	1 4.3%	1 14.3%	2 5.1%	1 5.9%	1 1.6% c	3 5.8%	5 12.5% a
Excellent	1 2.1%	0 0.0%	1 3.0%	1 4.3%	2 5.3%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0% c	0 0.0% c	3 7.5% ab
Mean	2.71	2.44 cd	3.21 b	3.30 b	2.95	2.68	2.96	2.71	2.46	3.29	2.34 bC	2.94 a	3.45 A

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

Topic 6: Mobile Marketing

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

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
<u>To what degree has the use of mobile marketing contributed to your company's performance?</u>														
1=Not At All	61 35.7%	5 35.7%	2 16.7% i	5 38.5%	0 0.0% ij	0 0.0%	2 66.7%	5 33.3%	10 41.7%	2 100.0% bdkm	15 46.9% d	3 21.4% i	10 40.0%	1 12.5% i
2=	30 17.5%	4 28.6% l	4 33.3% l	1 7.7%	3 50.0% hjL	1 50.0% l	0 0.0%	4 26.7% l	3 12.5% d	0 0.0%	4 12.5% d	3 21.4%	1 4.0% abDeg	2 25.0%
3=	24 14.0%	0 0.0% m	0 0.0% m	2 15.4%	1 16.7%	0 0.0%	0 0.0%	3 20.0%	2 8.3%	0 0.0%	6 18.8%	3 21.4%	4 16.0%	3 37.5% ab
4=	28 16.4%	3 21.4%	3 25.0%	2 15.4%	0 0.0%	0 0.0%	1 33.3%	3 20.0%	4 16.7%	0 0.0%	3 9.4%	2 14.3%	7 28.0%	0 0.0%
5=	14 8.2%	1 7.1%	1 8.3%	1 7.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	4 16.7%	0 0.0%	1 3.1%	1 7.1%	3 12.0%	1 12.5%
6=	10 5.8%	1 7.1%	1 8.3%	1 7.7%	1 16.7% l	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	3 9.4%	1 7.1%	0 0.0% d	1 12.5%
7=Very Highly	4 2.3%	0 0.0% e	1 8.3%	1 7.7%	0 0.0%	1 50.0% agHJL	0 0.0%	0 0.0% e	0 0.0% E	0 0.0%	0 0.0% E	1 7.1%	0 0.0% E	0 0.0%
Mean	2.71	2.57	3.33	3.00	3.33	4.50	2.00	2.27	2.67	1.00	2.38	3.14	2.68	3.13

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

Topic 6: Mobile Marketing

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

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

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

1=Not At All	23 43.4% d	24 40.0% d	10 29.4%	4 16.7% ab	19 42.2%	12 36.4%	7 29.2%	1 14.3%	16 39.0%	4 23.5%	33 45.8% C	19 33.9%	8 19.5% A
2=	6 11.3%	13 21.7%	4 11.8%	7 29.2%	11 24.4%	4 12.1%	6 25.0%	2 28.6%	4 9.8%	3 17.6%	12 16.7%	7 12.5%	11 26.8%
3=	8 15.1%	10 16.7%	4 11.8%	2 8.3%	3 6.7%	6 18.2%	4 16.7%	1 14.3%	8 19.5%	2 11.8%	10 13.9%	7 12.5%	7 17.1%
4=	8 15.1%	9 15.0%	6 17.6%	5 20.8%	4 8.9%	5 15.2%	5 20.8%	2 28.6%	9 22.0%	3 17.6%	11 15.3%	11 19.6%	5 12.2%
5=	5 9.4%	2 3.3%	4 11.8%	3 12.5%	3 6.7%	4 12.1%	0 0.0% f	1 14.3%	2 4.9%	3 17.6% c	5 6.9%	7 12.5%	2 4.9%
6=	2 3.8%	2 3.3%	4 11.8%	2 8.3%	3 6.7%	1 3.0%	1 4.2%	0 0.0%	2 4.9%	2 11.8%	1 1.4% c	4 7.1%	5 12.2% a
7=Very Highly	1 1.9%	0 0.0%	2 5.9%	1 4.2%	2 4.4%	1 3.0%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0% c	1 1.8%	3 7.3% a
Mean	2.55	2.30 Cd	3.29 B	3.25 b	2.51	2.76	2.67	3.00	2.59	3.24	2.25 bC	2.93 a	3.22 A

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

Topic 6: Mobile Marketing

In general, do you think that the opportunity to pursue digital marketing opportunities has drawn your company’s attention away from marketing strategy fundamentals?

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
Yes	32 18.3%	2 13.3%	4 30.8%	4 30.8%	1 14.3%	0 0.0%	0 0.0%	3 18.8%	4 16.0%	1 50.0%	3 9.7%	4 28.6%	3 12.0%	3 37.5%
No	143 81.7%	13 86.7%	9 69.2%	9 69.2%	6 85.7%	2 100.0%	3 100.0%	13 81.3%	21 84.0%	1 50.0%	28 90.3%	10 71.4%	22 88.0%	5 62.5%

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

Topic 6: Mobile Marketing

In general, do you think that the opportunity to pursue digital marketing opportunities has drawn your company's attention away from marketing strategy fundamentals?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
Yes	10 17.9%	8 13.3%	9 26.5%	5 20.0%	8 17.0%	6 17.1%	4 16.7%	0 0.0%	9 21.4%	4 25.0%	13 17.1%	11 19.3%	7 17.5%
No	46 82.1%	52 86.7%	25 73.5%	20 80.0%	39 83.0%	29 82.9%	20 83.3%	7 100.0%	33 78.6%	12 75.0%	63 82.9%	46 80.7%	33 82.5%

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 responding Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent change	175	14	14	15	7	2	3	18	25	2	30	12	25	7
	7.25	3.09	8.39	9.17	6.43	5.00	19.16	10.28	6.33	0.00	9.92	3.29	5.10	7.14
	14.45	14.61	13.92	14.63	7.48	0.00	25.03	16.99	16.27	0.00	15.13	16.04	11.95	10.75

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 responding 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	57 7.06 15.58	59 8.03 14.01	34 6.23 15.90	25 7.22 11.10	47 8.55 14.32	33 5.90 13.61	25 2.95 12.92	7 2.43 9.47	45 10.35 14.51	14 3.21 10.49	75 6.98 15.00	57 6.38 14.26

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Data science background

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
<u>Data science background</u>														
1=1	23 13.5%	1 7.7%	1 7.7%	1 6.7%	2 28.6%	1 50.0%	0 0.0%	2 10.5%	5 20.8%	0 0.0%	4 13.8%	2 14.3%	2 9.1%	2 28.6%
2=2	25 14.7%	4 30.8%	3 23.1%	1 6.7%	1 14.3%	0 0.0%	0 0.0%	3 15.8%	3 12.5%	0 0.0%	4 13.8%	1 7.1%	3 13.6%	2 28.6%
3=3	19 11.2%	1 7.7%	2 15.4%	2 13.3%	1 14.3%	0 0.0%	0 0.0%	1 5.3%	2 8.3%	2 100.0%	4 13.8%	1 7.1%	2 9.1%	0 0.0%
		I	i	i				I	I	AbcGHJK	I	I	I	i
										Lm				
4=4	17 10.0%	1 7.7%	4 30.8%	1 6.7%	1 14.3%	0 0.0%	0 0.0%	1 5.3%	4 16.7%	0 0.0%	3 10.3%	0 0.0%	1 4.5%	1 14.3%
			kl									b	b	
5=5	24 14.1%	1 7.7%	1 7.7%	2 13.3%	0 0.0%	0 0.0%	1 50.0%	3 15.8%	3 12.5%	0 0.0%	5 17.2%	2 14.3%	6 27.3%	0 0.0%
6=6	27 15.9%	1 7.7%	1 7.7%	5 33.3%	0 0.0%	0 0.0%	1 50.0%	2 10.5%	4 16.7%	0 0.0%	3 10.3%	6 42.9%	4 18.2%	0 0.0%
		k	k					k			k	abgj		
7=7	34 20.0%	4 30.8%	1 7.7%	3 20.0%	2 28.6%	1 50.0%	0 0.0%	7 36.8%	3 12.5%	0 0.0%	5 17.2%	2 14.3%	4 18.2%	2 28.6%
Mean	4.25	4.23	3.62	4.93	3.57	4.00	5.50	4.79	3.88	3.00	4.07	4.79	4.55	3.43

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Data science background

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	<u>Data science background</u>												
1=1	11 19.6% c	5 9.1%	1 2.9% ad	6 24.0% c	5 11.1%	5 15.6%	2 8.3%	0 0.0%	8 17.8%	3 20.0%	6 8.8%	9 15.8%	8 19.5%
2=2	8 14.3%	8 14.5%	5 14.7%	4 16.0%	7 15.6%	3 9.4%	5 20.8%	2 40.0%	5 11.1%	2 13.3%	9 13.2%	8 14.0%	8 19.5%
3=3	6 10.7%	8 14.5%	4 11.8%	1 4.0%	5 11.1%	4 12.5%	2 8.3%	0 0.0%	6 13.3%	1 6.7%	6 8.8%	7 12.3%	6 14.6%
4=4	3 5.4%	9 16.4%	3 8.8%	2 8.0%	5 11.1%	3 9.4%	4 16.7%	0 0.0%	5 11.1%	0 0.0%	6 8.8%	8 14.0%	2 4.9%
5=5	8 14.3%	8 14.5%	6 17.6%	2 8.0%	7 15.6%	5 15.6%	2 8.3%	1 20.0%	7 15.6%	1 6.7%	10 14.7%	4 7.0%	8 19.5%
6=6	9 16.1%	8 14.5%	9 26.5% d	1 4.0% c	4 8.9% d	6 18.8%	4 16.7%	2 40.0% a	7 15.6%	4 26.7%	13 19.1%	11 19.3%	3 7.3%
7=7	11 19.6%	9 16.4%	6 17.6%	8 32.0%	11 24.4%	6 18.8%	5 20.8%	0 0.0%	7 15.6%	4 26.7%	17 25.0%	10 17.5%	6 14.6%
Mean	4.07	4.22	4.74	4.04	4.32	4.31	4.29	4.20	4.04	4.47	4.67 c	4.11	3.66 a

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): MarTech platform experience

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
<u>Data science background</u>														
1=1	23 13.5%	1 7.7%	1 7.7%	1 6.7%	2 28.6%	1 50.0%	0 0.0%	2 10.5%	5 20.8%	0 0.0%	4 13.8%	2 14.3%	2 9.1%	2 28.6%
2=2	25 14.7%	4 30.8%	3 23.1%	1 6.7%	1 14.3%	0 0.0%	0 0.0%	3 15.8%	3 12.5%	0 0.0%	4 13.8%	1 7.1%	3 13.6%	2 28.6%
3=3	19 11.2%	1 7.7%	2 15.4%	2 13.3%	1 14.3%	0 0.0%	0 0.0%	1 5.3%	2 8.3%	2 100.0%	4 13.8%	1 7.1%	2 9.1%	0 0.0%
		I	i	i				I	I	AbcGHJK	I	I	I	i
										Lm				
4=4	17 10.0%	1 7.7%	4 30.8%	1 6.7%	1 14.3%	0 0.0%	0 0.0%	1 5.3%	4 16.7%	0 0.0%	3 10.3%	0 0.0%	1 4.5%	1 14.3%
			kl									b	b	
5=5	24 14.1%	1 7.7%	1 7.7%	2 13.3%	0 0.0%	0 0.0%	1 50.0%	3 15.8%	3 12.5%	0 0.0%	5 17.2%	2 14.3%	6 27.3%	0 0.0%
6=6	27 15.9%	1 7.7%	1 7.7%	5 33.3%	0 0.0%	0 0.0%	1 50.0%	2 10.5%	4 16.7%	0 0.0%	3 10.3%	6 42.9%	4 18.2%	0 0.0%
		k	k					k			k	abgj		
7=7	34 20.0%	4 30.8%	1 7.7%	3 20.0%	2 28.6%	1 50.0%	0 0.0%	7 36.8%	3 12.5%	0 0.0%	5 17.2%	2 14.3%	4 18.2%	2 28.6%
Mean	4.25	4.23	3.62	4.93	3.57	4.00	5.50	4.79	3.88	3.00	4.07	4.79	4.55	3.43

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): MarTech platform experience

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	<u>MarTech platform experience</u>												
1=1	12 21.4%	17 30.9%	6 17.6%	2 8.0%	9 20.0%	8 25.0%	5 20.8%	1 20.0%	9 20.0%	2 13.3%	17 25.0%	11 19.3%	9 22.0%
		d		b									
2=2	4 7.1%	8 14.5%	2 5.9%	6 24.0%	6 13.3%	2 6.3%	5 20.8%	1 20.0%	4 8.9%	2 13.3%	5 7.4%	11 19.3%	4 9.8%
	d		d	ac							b	a	
3=3	9 16.1%	8 14.5%	2 5.9%	5 20.0%	4 8.9%	7 21.9%	5 20.8%	0 0.0%	7 15.6%	1 6.7%	8 11.8%	7 12.3%	9 22.0%
4=4	5 8.9%	2 3.6%	2 5.9%	3 12.0%	1 2.2%	4 12.5%	1 4.2%	0 0.0%	4 8.9%	2 13.3%	6 8.8%	6 10.5%	0 0.0%
												c	b
5=5	5 8.9%	4 7.3%	1 2.9%	2 8.0%	2 4.4%	3 9.4%	0 0.0%	0 0.0%	4 8.9%	3 20.0%	7 10.3%	1 1.8%	3 7.3%
							f			c			
6=6	5 8.9%	10 18.2%	8 23.5%	3 12.0%	8 17.8%	3 9.4%	3 12.5%	0 0.0%	8 17.8%	3 20.0%	9 13.2%	11 19.3%	4 9.8%
7=7	16 28.6%	6 10.9%	13 38.2%	3 12.0%	14 31.1%	5 15.6%	5 20.8%	3 60.0%	9 20.0%	2 13.3%	15 22.1%	10 17.5%	12 29.3%
	b	aC	Bd	c		d		b					
Mean	4.18	3.40 C	4.94 Bd	3.75 c	4.39	3.66	3.63	4.80	4.11	4.27	4.01	3.84	4.07

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Financial acumen

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
<u>Financial acumen</u>														
1=1	9 5.3%	1 7.7%	0 0.0% i	0 0.0% i	1 14.3%	0 0.0%	0 0.0%	1 5.3%	1 4.2% i	1 50.0% bchl	2 6.9%	1 7.1%	1 4.5% i	0 0.0%
2=2	11 6.5%	0 0.0%	1 7.7%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	3 12.5%	0 0.0%	1 3.4%	2 14.3%	2 9.1%	0 0.0%
3=3	18 10.6%	2 15.4%	1 7.7%	2 13.3%	0 0.0%	1 50.0% j	0 0.0%	1 5.3% m	4 16.7%	0 0.0%	1 3.4% eM	1 7.1%	2 9.1% m	3 42.9% gJl
4=4	24 14.1%	4 30.8% h	1 7.7%	2 13.3%	1 14.3%	0 0.0%	0 0.0%	4 21.1%	1 4.2% a	0 0.0%	3 10.3%	3 21.4%	3 13.6%	2 28.6%
5=5	26 15.3%	2 15.4%	2 15.4%	3 20.0%	1 14.3%	0 0.0%	0 0.0%	5 26.3%	2 8.3%	1 50.0% l	6 20.7%	3 21.4%	1 4.5% i	0 0.0%
6=6	35 20.6%	3 23.1%	3 23.1%	3 20.0%	1 14.3%	1 50.0%	0 0.0%	4 21.1%	8 33.3%	0 0.0%	6 20.7%	2 14.3%	3 13.6%	0 0.0%
7=7	46 27.1%	1 7.7% Fl	5 38.5%	4 26.7%	3 42.9%	0 0.0%	2 100.0% Aghk	3 15.8% fl	5 20.8% f	0 0.0%	9 31.0%	2 14.3% f	10 45.5% ag	2 28.6%
Mean	4.99	4.46	5.54	5.13	5.29	4.50	7.00	4.84	4.83	3.00	5.29	4.36	5.27	4.43

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Financial acumen

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1	3 5.4%	3 5.5%	1 2.9%	2 8.0%	1 2.2%	2 6.3%	2 8.3%	0 0.0%	2 4.4%	1 6.7%	6 8.8%	1 1.8%	1 2.4%
2=2	6 10.7%	2 3.6%	3 8.8%	0 0.0%	0 0.0% Be	5 15.6% A	2 8.3%	0 0.0%	4 8.9% a	0 0.0%	3 4.4%	6 10.5%	2 4.9%
3=3	5 8.9%	6 10.9%	5 14.7%	2 8.0%	5 11.1%	2 6.3%	3 12.5%	0 0.0%	7 15.6%	1 6.7%	10 14.7%	3 5.3%	4 9.8%
4=4	6 10.7%	9 16.4%	6 17.6%	3 12.0%	7 15.6%	2 6.3%	5 20.8%	1 20.0%	6 13.3%	3 20.0%	8 11.8%	9 15.8%	7 17.1%
5=5	8 14.3%	7 12.7%	6 17.6%	5 20.0%	13 28.9% bE	3 9.4% a	4 16.7%	0 0.0%	3 6.7% A	2 13.3%	10 14.7%	7 12.3%	9 22.0%
6=6	14 25.0%	11 20.0%	6 17.6%	4 16.0%	8 17.8%	7 21.9%	5 20.8%	2 40.0%	8 17.8%	3 20.0%	14 20.6%	10 17.5%	10 24.4%
7=7	14 25.0%	17 30.9%	7 20.6%	8 32.0%	10 22.2%	11 34.4%	3 12.5%	2 40.0%	15 33.3%	5 33.3%	16 23.5%	21 36.8%	8 19.5%
Mean	4.93	5.11	4.74	5.21	5.16	5.00	4.42	6.00	4.96	5.27	4.78	5.26	5.02

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Creativity

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
<u>Creativity</u>														
1=1	33 19.4%	4 30.8% k	2 15.4%	4 26.7% k	2 28.6% k	0 0.0%	0 0.0%	6 31.6% k	3 12.5%	1 50.0% k	6 20.7%	0 0.0% acd gim	2 9.1%	2 28.6% k
2=2	40 23.5%	1 7.7% h	4 30.8%	3 20.0%	0 0.0% h	0 0.0%	1 50.0%	2 10.5% h	11 45.8% adg	0 0.0%	7 24.1%	4 28.6%	5 22.7%	2 28.6%
3=3	38 22.4%	4 30.8%	4 30.8%	4 26.7%	4 57.1% hm	0 0.0%	0 0.0%	4 21.1%	4 16.7% d	0 0.0%	6 20.7%	2 14.3%	6 27.3%	0 0.0% d
4=4	24 14.1%	3 23.1% h	2 15.4%	1 6.7% k	0 0.0%	1 50.0% H	0 0.0%	4 21.1% h	0 0.0% aEgIK	1 50.0% H	4 13.8% k	6 42.9% cHjl	2 9.1% k	0 0.0%
5=5	19 11.2%	1 7.7%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	4 16.7%	0 0.0%	4 13.8%	1 7.1%	4 18.2%	2 28.6%
6=6	13 7.6%	0 0.0% ef	1 7.7%	1 6.7%	1 14.3%	1 50.0% aj	1 50.0% aj	1 5.3%	2 8.3%	0 0.0%	1 3.4% ef	1 7.1%	3 13.6%	0 0.0%
7=7	3 1.8%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	0 0.0%	0 0.0%	1 14.3%
Mean	3.04	2.69 e	2.77	2.93	2.86	5.00 a	4.00	2.84	2.88	2.50	3.00	3.50	3.45	3.29

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Creativity

	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
<u>Creativity</u>													
1=1	11 19.6%	13 23.6%	3 8.8%	6 24.0%	16 35.6%	2 6.3%	5 20.8%	1 20.0%	7 15.6%	2 13.3%	10 14.7%	13 22.8%	8 19.5%
					Be	A			a				
2=2	17 30.4%	13 23.6%	6 17.6%	4 16.0%	10 22.2%	10 31.3%	4 16.7%	2 40.0%	12 26.7%	2 13.3%	16 23.5%	11 19.3%	13 31.7%
3=3	6 10.7%	13 23.6%	10 29.4%	9 36.0%	7 15.6%	9 28.1%	7 29.2%	1 20.0%	8 17.8%	4 26.7%	16 23.5%	14 24.6%	8 19.5%
	cD		a	A									
4=4	7 12.5%	7 12.7%	8 23.5%	2 8.0%	4 8.9%	5 15.6%	2 8.3%	0 0.0%	9 20.0%	3 20.0%	10 14.7%	6 10.5%	6 14.6%
5=5	9 16.1%	6 10.9%	4 11.8%	0 0.0%	3 6.7%	3 9.4%	4 16.7%	1 20.0%	5 11.1%	2 13.3%	9 13.2%	9 15.8%	1 2.4%
	d			a								c	b
6=6	5 8.9%	2 3.6%	2 5.9%	4 16.0%	4 8.9%	2 6.3%	2 8.3%	0 0.0%	3 6.7%	2 13.3%	6 8.8%	3 5.3%	4 9.8%
7=7	1 1.8%	1 1.8%	1 2.9%	0 0.0%	1 2.2%	1 3.1%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	1 1.5%	1 1.8%	1 2.4%
Mean	3.09	2.82	3.41	2.92	2.64	3.22	3.08	2.60	3.13	3.47	3.21	3.00	2.88

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Emotional intelligence

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
<u>Emotional intelligence</u>														
1=1	17 10.0%	0 0.0%	3 23.1%	2 13.3%	1 14.3%	0 0.0%	0 0.0%	1 5.3%	3 12.5%	0 0.0%	4 13.8%	2 14.3%	1 4.5%	0 0.0%
2=2	24 14.1%	3 23.1%	0 0.0%	3 20.0%	1 14.3%	0 0.0%	1 50.0%	4 21.1%	0 0.0%	1 50.0%	5 17.2%	2 14.3%	3 13.6%	0 0.0%
3=3	26 15.3%	2 15.4%	1 7.7%	2 13.3%	0 0.0%	0 0.0%	1 50.0%	1 5.3%	4 16.7%	0 0.0%	6 20.7%	4 28.6%	3 13.6%	2 28.6%
4=4	33 19.4%	1 7.7%	3 23.1%	3 20.0%	1 14.3%	1 50.0%	0 0.0%	6 31.6%	4 16.7%	0 0.0%	4 13.8%	0 0.0%	7 31.8%	3 42.9%
5=5	31 18.2%	2 15.4%	3 23.1%	3 20.0%	1 14.3%	1 50.0%	0 0.0%	2 10.5%	7 29.2%	1 50.0%	4 13.8%	2 14.3%	4 18.2%	1 14.3%
6=6	23 13.5%	3 23.1%	2 15.4%	1 6.7%	1 14.3%	0 0.0%	0 0.0%	3 15.8%	3 12.5%	0 0.0%	4 13.8%	2 14.3%	3 13.6%	1 14.3%
7=7	16 9.4%	2 15.4%	1 7.7%	1 6.7%	2 28.6%	0 0.0%	0 0.0%	2 10.5%	3 12.5%	0 0.0%	2 6.9%	2 14.3%	1 4.5%	0 0.0%
Mean	4.00	4.46	4.00	3.60	4.57	4.50	2.50	4.11	4.38	3.50	3.66	3.86	4.05	4.14

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Emotional intelligence

	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
<u>Emotional intelligence</u>													
1=1	5 8.9%	5 9.1%	5 14.7%	2 8.0%	4 8.9%	5 15.6%	2 8.3%	0 0.0%	5 11.1%	1 6.7%	7 10.3%	7 12.3%	3 7.3%
2=2	6 10.7%	5 9.1%	8 23.5%	5 20.0%	8 17.8%	6 18.8%	3 12.5%	0 0.0%	4 8.9%	2 13.3%	15 22.1%	5 8.8%	4 9.8%
											b	a	
3=3	7 12.5%	10 18.2%	5 14.7%	4 16.0%	5 11.1%	1 3.1%	5 20.8%	2 40.0%	7 15.6%	5 33.3%	8 11.8%	11 19.3%	5 12.2%
						cDF	b	B		B			
4=4	9 16.1%	12 21.8%	6 17.6%	6 24.0%	11 24.4%	7 21.9%	4 16.7%	3 60.0%	5 11.1%	3 20.0%	16 23.5%	7 12.3%	9 22.0%
							d	cE	D				
5=5	14 25.0%	9 16.4%	5 14.7%	3 12.0%	6 13.3%	9 28.1%	4 16.7%	0 0.0%	10 22.2%	2 13.3%	12 17.6%	10 17.5%	9 22.0%
6=6	9 16.1%	6 10.9%	4 11.8%	4 16.0%	7 15.6%	2 6.3%	4 16.7%	0 0.0%	9 20.0%	1 6.7%	5 7.4%	11 19.3%	6 14.6%
											b	a	
7=7	6 10.7%	8 14.5%	1 2.9%	1 4.0%	4 8.9%	2 6.3%	2 8.3%	0 0.0%	5 11.1%	1 6.7%	5 7.4%	6 10.5%	5 12.2%
Mean	4.29 c	4.18	3.41 a	3.76	3.98	3.72	4.04	3.60	4.29	3.67	3.68	4.14	4.34

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Curiosity

	Total	Industry Sector													
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
<u>Curiosity</u>															
1=1	22 12.9%	1 7.7% F	2 15.4% f	3 20.0% f	0 0.0% f	0 0.0%	2 100.0% AbcdGHJK lm	1 5.3% F	3 12.5% F	0 0.0%	2 6.9% F	2 14.3% f	6 27.3% f	0 0.0% f	
2=2	33 19.4%	2 15.4%	2 15.4%	4 26.7%	2 28.6%	1 50.0%	0 0.0%	6 31.6%	2 8.3%	0 0.0%	8 27.6%	1 7.1%	3 13.6%	2 28.6%	
3=3	19 11.2%	0 0.0% k	1 7.7%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	4 21.1%	1 4.2% k	0 0.0%	3 10.3%	4 28.6% ah	4 18.2%	1 14.3%	
4=4	34 20.0%	2 15.4%	3 23.1%	4 26.7%	2 28.6%	0 0.0%	0 0.0%	2 10.5%	7 29.2%	0 0.0%	5 17.2%	4 28.6%	3 13.6%	1 14.3%	
5=5	19 11.2%	2 15.4%	1 7.7%	2 13.3%	1 14.3%	1 50.0% GI	0 0.0%	0 0.0% E	3 12.5%	0 0.0%	5 17.2%	2 14.3%	1 4.5% e	1 14.3%	
6=6	25 14.7%	2 15.4%	3 23.1%	1 6.7%	2 28.6% k	0 0.0%	0 0.0%	5 26.3% k	4 16.7%	1 50.0% k	3 10.3%	0 0.0% dgi	3 13.6%	1 14.3%	
7=7	18 10.6%	4 30.8% c	1 7.7%	0 0.0% ai	0 0.0%	0 0.0%	0 0.0%	1 5.3%	4 16.7%	1 50.0% c	3 10.3%	1 7.1%	2 9.1%	1 14.3%	
Mean	3.84	4.85 cl	3.92	3.07 ahi	4.14	3.50	1.00	3.68	4.38 c	6.50 ckl	3.83	3.50 i	3.32 ai	4.14	

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Curiosity

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	0% A	1-10% B	>10% C
	<u>Curiosity</u>												
1=1	6 10.7%	3 5.5%	9 26.5%	4 16.0%	6 13.3%	3 9.4%	4 16.7%	3 60.0%	4 8.9%	2 13.3%	7 10.3%	7 12.3%	8 19.5%
		C	B		d	D	d	aBcE	D				
2=2	10 17.9%	13 23.6%	5 14.7%	5 20.0%	11 24.4%	4 12.5%	3 12.5%	0 0.0%	9 20.0%	5 33.3%	12 17.6%	10 17.5%	8 19.5%
3=3	10 17.9%	4 7.3%	4 11.8%	1 4.0%	8 17.8%	2 6.3%	2 8.3%	1 20.0%	5 11.1%	1 6.7%	9 13.2%	8 14.0%	2 4.9%
4=4	14 25.0%	6 10.9%	8 23.5%	6 24.0%	8 17.8%	7 21.9%	6 25.0%	0 0.0%	8 17.8%	4 26.7%	8 11.8%	15 26.3%	11 26.8%
											bc	a	a
5=5	2 3.6%	11 20.0%	4 11.8%	2 8.0%	1 2.2%	4 12.5%	4 16.7%	1 20.0%	7 15.6%	2 13.3%	9 13.2%	7 12.3%	3 7.3%
	B	A			ce		a		a				
6=6	8 14.3%	8 14.5%	2 5.9%	7 28.0%	9 20.0%	7 21.9%	2 8.3%	0 0.0%	6 13.3%	0 0.0%	15 22.1%	4 7.0%	6 14.6%
			d	c							b	a	
7=7	6 10.7%	10 18.2%	2 5.9%	0 0.0%	2 4.4%	5 15.6%	3 12.5%	0 0.0%	6 13.3%	1 6.7%	8 11.8%	6 10.5%	3 7.3%
		d		b									
Mean	3.79	4.33	3.21	3.72	3.49	4.44	3.88	2.20	4.04	3.20	4.13	3.72	3.56
		C	B		b	adf		be	d	b			

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Natural leadership abilities

	Total	Industry Sector												
		Banking Finance Insur. A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Manufact. H	Mining Construct- ion I	Service Consult. J	Retail Wholesale K	Tech Software Biotech L	Transportation M
<u>Natural leadership abilities</u>														
1=1	29 17.1%	2 15.4%	2 15.4%	3 20.0%	1 14.3%	1 50.0%	0 0.0%	4 21.1%	4 16.7%	0 0.0%	3 10.3%	5 35.7%	3 13.6%	1 14.3%
2=2	17 10.0%	0 0.0% i	2 15.4%	2 13.3%	1 14.3%	0 0.0%	0 0.0%	2 10.5%	2 8.3%	1 50.0% aj	1 3.4% i	2 14.3%	3 13.6%	1 14.3%
3=3	26 15.3%	1 7.7%	2 15.4%	4 26.7% k	0 0.0%	0 0.0%	1 50.0% k	6 31.6% k	5 20.8%	0 0.0%	5 17.2%	0 0.0% cfg	2 9.1%	0 0.0%
4=4	25 14.7%	2 15.4%	0 0.0% fij	2 13.3%	1 14.3%	0 0.0%	1 50.0% bk	1 5.3%	6 25.0% k	1 50.0% bk	8 27.6% bk	0 0.0% fhij	3 13.6%	0 0.0%
5=5	38 22.4%	4 30.8%	4 30.8%	3 20.0%	3 42.9% j	0 0.0%	0 0.0%	4 21.1%	5 20.8%	0 0.0%	3 10.3% d	3 21.4%	6 27.3%	2 28.6%
6=6	20 11.8%	3 23.1% h	2 15.4%	0 0.0% m	1 14.3%	0 0.0%	0 0.0%	1 5.3% m	0 0.0% ajlM	0 0.0%	5 17.2% h	1 7.1%	4 18.2% h	3 42.9% cgH
7=7	14 8.2%	1 7.7%	1 7.7%	1 6.7%	0 0.0%	1 50.0% l	0 0.0%	1 5.3%	2 8.3%	0 0.0%	3 10.3%	3 21.4%	1 4.5% e	0 0.0%
Mean	3.84	4.46	3.92	3.27	4.00	4.00	3.50	3.32	3.58	3.00	4.21	3.64	4.00	4.43

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

Topic 7: Marketing Jobs

When thinking about future marketing talent needs, what skills would you prioritize in the hiring process? (Rank in order of importance, where 1 = most important, 7 = least important): Natural leadership abilities

	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
<u>Natural leadership abilities</u>													
1=1	8 14.3%	9 16.4%	9 26.5%	3 12.0%	4 8.9%	7 21.9%	4 16.7%	0 0.0%	10 22.2%	4 26.7%	15 22.1%	9 15.8%	4 9.8%
2=2	5 8.9%	6 10.9%	5 14.7%	1 4.0%	3 6.7%	2 6.3%	2 8.3%	0 0.0%	7 15.6%	2 13.3%	8 11.8%	6 10.5%	2 4.9%
3=3	13 23.2%	6 10.9%	4 11.8%	3 12.0%	11 24.4%	7 21.9%	0 0.0%	1 20.0%	5 11.1%	2 13.3%	11 16.2%	7 12.3%	7 17.1%
4=4	12 21.4%	10 18.2%	1 2.9%	2 8.0%	8 17.8%	4 12.5%	2 8.3%	1 20.0%	8 17.8%	0 0.0%	13 19.1%	6 10.5%	6 14.6%
5=5	10 17.9%	10 18.2%	8 23.5%	10 40.0%	12 26.7%	5 15.6%	6 25.0%	2 40.0%	9 20.0%	3 20.0%	10 14.7%	19 33.3%	8 19.5%
6=6	6 10.7%	10 18.2%	3 8.8%	1 4.0%	4 8.9%	5 15.6%	4 16.7%	1 20.0%	4 8.9%	2 13.3%	5 7.4%	7 12.3%	8 19.5%
7=7	2 3.6%	4 7.3%	4 11.8%	4 16.0%	2 4.4%	2 6.3%	6 25.0%	0 0.0%	2 4.4%	2 13.3%	5 7.4%	3 5.3%	6 14.6%
Mean	3.66	3.95	3.56	4.42	3.93	3.66	4.67	4.60	3.42	3.67	3.45	3.93	4.46

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 responding Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent change	176	14	14	15	7	2	3	18	25	2	30	13	25	7
	4.96	9.17	0.36	3.67	6.43	5.00	10.00	4.96	5.52	5.00	4.97	1.86	5.74	6.43
	9.11	11.64	5.71	6.67	8.02	7.07	17.32	11.12	6.53	7.07	8.51	10.31	11.07	7.48
		b	ah						b					

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

Topic 7: Marketing Jobs

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

Number responding 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	58 4.36 8.94	59 3.73 6.34 d	34 5.48 10.73	25 8.54 11.89 b	48 7.29 11.10 f	33 4.35 9.67	25 5.97 7.78 df	7 -0.71 5.35 c	45 4.11 7.56	14 1.07 5.25 ac	75 5.56 9.45	58 4.35 8.01

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 responding Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Number of employees	172 9404 31654	14 5979 15046	12 16622 54363	14 6189 10879	7 5692 8868	2 163 124	3 5369 9207	18 9482 25966	25 4574 6060	2 1508 2111	30 8050 34406	13 15152 52275	24 10003 28535	7 32060 69986
Number of marketing employees	172 51 111	14 66 85 hj	12 38 72	14 116 170 HJ	7 24 38	2 8 4	3 176 296 HJ	18 55 131	25 17 25 aCFI	2 10 11	30 20 55 aCFI	13 40 83	24 79 144 hj	7 92 188

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 responding 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	56 5598 13622	58 12465 42367	33 12973 38304	25 6120 20234	46 39 53 bCDEF	31 583 1797 aEF	25 1112 1339 AEF	7 1914 647 Af	45 8227 10209 ABCf	14 84639 77668 ABCdE	74 2291 4507 Bc	57 16273 39602 A
Number of marketing employees	56 50 121	58 35 82 c	33 92 147 b	25 37 77	46 5 8 CDEF	31 6 7 cDEF	25 24 35 AbeF	7 27 14 ABF	45 84 125 ABcF	14 270 189 ABCDE	74 35 96	57 66 116	38 57 128

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
Product/service groups	133 71.9%	13 81.3%	10 71.4%	9 60.0%	5 83.3%	2 100.0%	2 66.7%	19 95.0%	17 63.0%	0 0.0%	22 66.7%	10 71.4%	17 70.8%	6 75.0%
Customer groups	52 28.1%	3 18.8%	4 28.6%	6 40.0%	1 16.7%	0 0.0%	1 33.3%	1 5.0%	10 37.0%	2 100.0%	11 33.3%	4 28.6%	7 29.2%	2 25.0%

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?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
Product/service groups	40 63.5% cD	41 66.1% d	29 82.9% a	23 92.0% Ab	32 66.7% f	22 62.9% f	20 76.9%	4 57.1% f	34 73.9%	18 94.7% abd	54 68.4%	42 72.4%	33 76.7%
Customer groups	23 36.5% cD	21 33.9% d	6 17.1% a	2 8.0% Ab	16 33.3% f	13 37.1% f	6 23.1%	3 42.9% f	12 26.1%	1 5.3% abd	25 31.6%	16 27.6%	10 23.3%

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

Topic 8: Marketing Organization

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

Number responding Mean SD	Total	Industry Sector													
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Number	220	17	15	19	8	4	3	23	29	2	40	19	31	9	
Percent	100.0%	7.8%	6.8%	8.7%	3.7%	1.8%	1.4%	10.5%	13.2%	0.9%	18.3%	8.7%	14.2%	4.1%	
We build new marketing capabilities Ourselves by training current or hiring new employees with the skills.	220 56.20 29.07	17 43.53 27.94	15 52.67 25.83	19 60.00 29.58	8 57.88 26.55	4 66.50 18.95	3 68.33 38.84	23 60.00 30.15	29 55.00 26.89	2 45.00 63.64	40 61.08 26.40	19 54.89 33.24	31 56.13 33.36	9 41.11 22.47	
		j									am			j	
We partner with other marketing agencies to learn new marketing skills.	220 14.12 18.45	17 23.82 24.59	15 14.00 17.75	19 15.00 19.00	8 16.88 24.78	4 5.50 6.66	3 13.33 15.28	23 13.00 17.31	29 16.55 21.68	2 0.00 0.00	40 8.38 13.09	19 13.68 20.54	31 14.19 15.39	9 21.67 20.31	
		J									Am			j	
We partner with other consultancies to learn new marketing skills.	220 14.03 16.53	17 15.88 22.38	15 10.67 14.86	19 13.16 17.18	8 14.38 14.74	4 8.00 11.52	3 5.00 5.00	23 14.26 14.98	29 12.76 13.99	2 25.00 35.36	40 15.95 15.92	19 9.95 10.67	31 16.94 22.76	9 16.11 7.41	
							m							f	
We partner with other companies to learning new marketing skills.	220 12.17 15.40	17 12.94 23.59	15 18.67 20.74	19 6.58 11.55	8 10.63 6.23	4 20.00 10.80	3 3.33 5.77	23 9.91 14.93	29 11.03 11.98	2 5.00 7.07	40 12.27 11.63	19 19.37 24.08	31 9.84 13.32	9 17.22 6.67	
			c	bekm		c	M			m		c		cFi	
We buy other companies to acquire new marketing skills.	220 3.45 9.16	17 3.82 7.61	15 4.00 7.37	19 5.00 8.66	8 0.25 0.71	4 0.00 0.00	3 10.00 17.32	23 2.83 5.40	29 4.66 12.67	2 25.00 35.36	40 2.33 5.98	19 2.11 5.35	31 2.90 12.63	9 3.89 5.46	
		i	i	i	i			I		abcdGJKl	I	I		i	

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

Topic 8: Marketing Organization

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

Number responding Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Number	72	78	41	29	61	39	30	10	54	22	93	69	53
Percent	32.7%	35.5%	18.6%	13.2%	28.2%	18.1%	13.9%	4.6%	25.0%	10.2%	43.3%	32.1%	24.7%
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	72 54.28 29.72	78 60.81 27.36	41 49.63 30.91	29 57.90 28.50	61 60.31 30.43	39 59.74 29.53	30 62.50 28.00	10 66.00 29.14	54 47.43 24.12	22 45.91 29.87	93 57.94 30.02	69 57.48 28.76	53 50.94 27.44
		c	b		e	e	ef	e	abcd	c			
We partner with other marketing agencies to learn new marketing skills.	72 13.82 19.29	78 13.17 17.79	41 17.44 19.34	29 12.72 17.10	61 8.79 16.21	39 11.15 16.48	30 21.83 25.21	10 9.00 9.94	54 16.76 15.96	22 21.36 21.11	93 14.48 19.36	69 14.67 18.75	53 12.92 16.97
					CEF	cf	Ab		A	Ab			
We partner with other consultancies to learn new marketing skills.	72 15.47 18.37	78 12.51 14.47	41 13.78 14.91	29 14.90 19.38	61 14.31 20.13	39 16.79 18.23	30 6.67 6.99	10 9.00 12.87	54 16.93 14.66	22 13.41 14.26	93 14.96 17.13	69 10.93 13.43	53 16.60 19.03
					c	C	aBEf		C	c			
We partner with other companies to learn new marketing skills.	72 13.51 17.78	78 10.63 12.49	41 13.54 18.24	29 11.03 11.52	61 15.07 21.06	39 11.03 14.74	30 7.50 7.40	10 6.00 6.99	54 12.65 12.48	22 12.95 12.97	93 9.45 13.00	69 13.16 16.05	53 15.57 17.91
							e		c		c		a
We buy other companies to acquire new marketing skills.	72 2.85 8.99	78 2.88 6.67	41 5.61 10.20	29 3.45 13.08	61 1.52 4.69	39 1.28 5.09	30 1.50 3.51	10 10.00 21.60	54 6.15 12.56	22 6.36 8.62	93 3.17 9.75	69 3.77 7.23	53 3.87 10.73
					DEF	deF	dF	Abc	Ab	ABC			

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Brand	170 91.4%	12 75.0%	12 85.7%	15 100.0%	7 100.0%	2 100.0%	3 100.0%	19 95.0%	23 85.2%	1 50.0%	31 93.9%	13 92.9%	23 95.8%	8 100.0%
Advertising	152 81.7%	11 68.8%	10 71.4%	13 86.7%	6 85.7%	2 100.0%	2 66.7%	17 85.0%	23 85.2%	1 50.0%	26 78.8%	13 92.9%	19 79.2%	8 100.0%
Digital marketing	147 79.0%	11 68.8%	10 71.4%	12 80.0%	6 85.7%	2 100.0%	3 100.0%	16 80.0%	21 77.8%	0 0.0%	25 75.8%	10 71.4%	22 91.7%	8 100.0%
Social media	140 75.3%	11 68.8%	11 78.6%	12 80.0%	7 100.0%	2 100.0%	2 66.7%	16 80.0%	21 77.8%	0 0.0%	23 69.7%	8 57.1%	18 75.0%	8 100.0%
Promotion	129 69.4%	11 68.8%	7 50.0%	11 73.3%	7 100.0%	2 100.0%	2 66.7%	17 85.0%	20 74.1%	0 0.0%	19 57.6%	9 64.3%	16 66.7%	7 87.5%
Marketing analytics	126 67.7%	9 56.3%	7 50.0%	9 60.0%	6 85.7%	2 100.0%	3 100.0%	13 65.0%	19 70.4%	1 50.0%	22 66.7%	9 64.3%	20 83.3%	6 75.0%
Positioning	123 66.1%	8 50.0%	8 57.1%	11 73.3%	6 85.7%	2 100.0%	1 33.3%	14 70.0%	18 66.7%	0 0.0%	21 63.6%	7 50.0%	20 83.3%	6 75.0%
Marketing research	120 64.5%	9 56.3%	6 42.9%	8 53.3%	6 85.7%	2 100.0%	2 66.7%	13 65.0%	21 77.8%	0 0.0%	19 57.6%	10 71.4%	18 75.0%	6 75.0%
Public relations	119 64.0%	10 62.5%	9 64.3%	10 66.7%	6 85.7%	2 100.0%	2 66.7%	11 55.0%	15 55.6%	0 0.0%	20 60.6%	8 57.1%	19 79.2%	6 75.0%

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insur.	Communi- Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Lead generation	114 61.3%	5 31.3% fJLM	8 57.1% m	4 26.7% fhJLM	5 71.4%	2 100.0%	3 100.0%	11 55.0%	17 63.0%	1 50.0%	24 72.7% AC	6 42.9% lm	20 83.3% ACgk	8 100.0% AbCghk
Insight	107 57.5%	9 56.3%	8 57.1%	11 73.3%	5 71.4%	1 50.0%	1 33.3%	13 65.0%	12 44.4%	1 50.0%	21 63.6%	9 64.3%	10 41.7%	6 75.0%
Competitive intelligence	102 54.8%	7 43.8%	7 50.0%	9 60.0%	3 42.9%	1 50.0%	0 0.0% ghl	13 65.0%	18 66.7% fk	1 50.0%	15 45.5% l	4 28.6% ghLm	18 75.0% fjK	6 75.0% k
Customer experience	95 51.1%	7 43.8%	6 42.9%	6 40.0%	4 57.1%	1 50.0%	1 33.3%	11 55.0%	14 51.9%	0 0.0%	18 54.5%	8 57.1%	14 58.3%	5 62.5%
Market entry Strategies	74 39.8%	4 25.0% e	7 50.0% k	7 46.7% k	2 28.6%	2 100.0% aK	2 66.7% k	7 35.0%	13 48.1% k	0 0.0%	14 42.4% k	1 7.1% bcEfghj	12 50.0% k	3 37.5%
Customer relationship management	74 39.8%	7 43.8%	8 57.1% l	4 26.7% m	4 57.1%	1 50.0%	2 66.7%	7 35.0%	7 25.9% m	1 50.0%	16 48.5% l	6 42.9%	5 20.8% bjM	6 75.0% chL
Revenue growth	69 37.1%	5 31.3%	4 28.6%	9 60.0% h	4 57.1%	2 100.0% h	1 33.3%	7 35.0%	6 22.2% cei	2 100.0% h	10 30.3%	5 35.7%	10 41.7%	4 50.0%
New products	62 33.3%	3 18.8% ce	2 14.3% ce	9 60.0% abkl	1 14.3%	2 100.0% abkl	1 33.3%	9 45.0%	12 44.4%	0 0.0%	11 33.3%	3 21.4% ce	5 20.8% ce	3 37.5%
Innovation	56 30.1%	5 31.3%	5 35.7%	8 53.3% hkl	2 28.6%	1 50.0%	1 33.3%	9 45.0% k	5 18.5% c	0 0.0%	10 30.3%	1 7.1% cgm	5 20.8% c	4 50.0% k

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Sales	51 27.4%	6 37.5%	5 35.7%	5 33.3%	2 28.6%	2 100.0%	1 33.3%	9 45.0%	2 7.4%	1 50.0%	8 24.2%	4 28.6%	4 16.7%	2 25.0%
		h	h	h		Hjl		HI	abcEG		e		eg	
e-commerce	49 26.3%	3 18.8%	3 21.4%	8 53.3%	1 14.3%	2 100.0%	0 0.0%	5 25.0%	4 14.8%	1 50.0%	5 15.2%	7 50.0%	5 20.8%	5 62.5%
		em	e	hJl		abgHJl		e	cEkm		CEkM	hj	cem	ahJl
Pricing	48 25.8%	2 12.5%	2 14.3%	7 46.7%	2 28.6%	2 100.0%	1 33.3%	9 45.0%	5 18.5%	1 50.0%	4 12.1%	2 14.3%	9 37.5%	2 25.0%
		ceg	e	aj		abhJk		aJ	e		cEgl	e	j	
Market selection	45 24.2%	0 0.0%	2 14.3%	5 33.3%	0 0.0%	1 50.0%	2 66.7%	6 30.0%	8 29.6%	0 0.0%	10 30.3%	0 0.0%	8 33.3%	3 37.5%
		ceFghjlm		ak	f	ak	AdK	ak	ak		ak	ceFghjlm	ak	ak
Customer service	39 21.0%	1 6.3%	3 21.4%	4 26.7%	3 42.9%	1 50.0%	1 33.3%	7 35.0%	1 3.7%	1 50.0%	10 30.3%	1 7.1%	3 12.5%	3 37.5%
		dg		h	aH	h		aH	cDeGijm	h	h		h	h
Distribution	19 10.2%	2 12.5%	2 14.3%	1 6.7%	0 0.0%	0 0.0%	1 33.3%	2 10.0%	3 11.1%	0 0.0%	3 9.1%	2 14.3%	2 8.3%	1 12.5%
Stock market performance	7 3.8%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 50.0%	0 0.0%	0 0.0%	1 3.7%	1 50.0%	1 3.0%	1 7.1%	1 4.2%	0 0.0%
		ei	ei	ei		abcGhJl		EI	ei	abcGhJl	EI		ei	

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
		A	B	C	D	A	B	C	D	E	F	A	B	C
Brand	170 91.4%	55 87.3%	58 93.5%	32 91.4%	25 96.2%	41 83.7% e	34 97.1% f	25 96.2% f	7 100.0%	45 97.8% aF	14 73.7% bcE	72 91.1%	54 93.1%	40 90.9%
Advertising	152 81.7%	50 79.4%	50 80.6%	30 85.7%	22 84.6%	33 67.3% E	30 85.7%	22 84.6%	7 100.0%	42 91.3% A	15 78.9%	61 77.2%	52 89.7%	36 81.8%
Digital marketing	147 79.0%	46 73.0% d	52 83.9%	25 71.4% d	24 92.3% ac	35 71.4%	28 80.0%	20 76.9%	6 85.7%	39 84.8%	17 89.5%	63 79.7%	47 81.0%	34 77.3%
Social media	140 75.3%	46 73.0%	44 71.0%	28 80.0%	22 84.6%	30 61.2% E	27 77.1%	21 80.8%	6 85.7%	40 87.0% A	14 73.7%	60 75.9%	46 79.3%	31 70.5%
Promotion	129 69.4%	45 71.4%	36 58.1% d	26 74.3%	22 84.6% b	28 57.1%	25 71.4%	19 73.1%	6 85.7%	33 71.7%	15 78.9%	52 65.8%	41 70.7%	33 75.0%
Marketing analytics	126 67.7%	41 65.1%	40 64.5%	26 74.3%	19 73.1%	24 49.0% bEF	27 77.1% a	14 53.8% ef	6 85.7%	36 78.3% Ac	17 89.5% Ac	53 67.1%	40 69.0%	30 68.2%
Positioning	123 66.1%	42 66.7%	42 67.7%	21 60.0%	18 69.2%	28 57.1%	24 68.6%	18 69.2%	6 85.7%	34 73.9%	11 57.9%	60 75.9% c	37 63.8%	24 54.5% a
Marketing research	120 64.5%	41 65.1%	35 56.5%	26 74.3%	18 69.2%	21 42.9% bdeF	24 68.6% a	17 65.4%	6 85.7% a	32 69.6% a	17 89.5% A	48 60.8%	43 74.1%	27 61.4%
Public relations	119 64.0%	39 61.9%	40 64.5%	19 54.3% d	21 80.8% c	32 65.3%	22 62.9%	18 69.2%	4 57.1%	34 73.9% f	8 42.1% e	59 74.7% bc	34 58.6% a	25 56.8% a

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
		A	B	C	D	A	B	C	D	E	F	A	B	C
Lead generation	114 61.3%	38 60.3%	41 66.1%	14 40.0%	21 80.8%	32 65.3%	24 68.6%	17 65.4%	5 71.4%	21 45.7%	13 68.4%	49 62.0%	37 63.8%	27 61.4%
			c	bD	C		e			b				
Insight	107 57.5%	27 42.9%	39 62.9%	28 80.0%	13 50.0%	21 42.9%	18 51.4%	18 69.2%	6 85.7%	28 60.9%	13 68.4%	41 51.9%	38 65.5%	26 59.1%
		bC	a	Ad	c	cd		a	a					
Competitive intelligence	102 54.8%	34 54.0%	34 54.8%	23 65.7%	11 42.3%	22 44.9%	21 60.0%	16 61.5%	5 71.4%	24 52.2%	12 63.2%	46 58.2%	31 53.4%	23 52.3%
Customer experience	95 51.1%	32 50.8%	28 45.2%	17 48.6%	18 69.2%	23 46.9%	17 48.6%	11 42.3%	5 71.4%	24 52.2%	12 63.2%	38 48.1%	35 60.3%	21 47.7%
			d		b									
Market entry Strategies	74 39.8%	23 36.5%	24 38.7%	17 48.6%	10 38.5%	17 34.7%	14 40.0%	13 50.0%	3 42.9%	16 34.8%	9 47.4%	35 44.3%	21 36.2%	16 36.4%
Customer relationship management	74 39.8%	16 25.4%	27 43.5%	16 45.7%	15 57.7%	18 36.7%	15 42.9%	12 46.2%	4 57.1%	14 30.4%	8 42.1%	33 41.8%	22 37.9%	18 40.9%
		bcD	a	a	A									
Revenue growth	69 37.1%	17 27.0%	16 25.8%	21 60.0%	15 57.7%	15 30.6%	14 40.0%	12 46.2%	2 28.6%	14 30.4%	10 52.6%	25 31.6%	22 37.9%	20 45.5%
		CD	CD	AB	AB									
New products	62 33.3%	24 38.1%	15 24.2%	16 45.7%	7 26.9%	16 32.7%	7 20.0%	9 34.6%	2 28.6%	20 43.5%	8 42.1%	24 30.4%	20 34.5%	16 36.4%
			c	b			e			b				
Innovation	56 30.1%	13 20.6%	19 30.6%	14 40.0%	10 38.5%	13 26.5%	10 28.6%	9 34.6%	2 28.6%	13 28.3%	8 42.1%	23 29.1%	20 34.5%	11 25.0%
		c		a										
Sales	51 27.4%	13 20.6%	14 22.6%	13 37.1%	11 42.3%	22 44.9%	8 22.9%	6 23.1%	0 0.0%	6 13.0%	7 36.8%	20 25.3%	13 22.4%	16 36.4%
		d			a	bdE	a		a	Af	e			

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Primary Economic Sector				Sales Revenue						Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
		A	B	C	D	A	B	C	D	E	F	A	B	C
e-commerce	49 26.3%	11 17.5%	7 11.3%	18 51.4%	13 50.0%	10 20.4%	12 34.3%	7 26.9%	3 42.9%	9 19.6%	8 42.1%	10 12.7%	20 34.5%	19 43.2%
		CD	CD	AB	AB							BC	A	A
Pricing	48 25.8%	17 27.0%	9 14.5%	16 45.7%	6 23.1%	11 22.4%	7 20.0%	3 11.5%	3 42.9%	15 32.6%	7 36.8%	20 25.3%	11 19.0%	15 34.1%
			C	B										
Market selection	45 24.2%	16 25.4%	14 22.6%	11 31.4%	4 15.4%	8 16.3%	7 20.0%	8 30.8%	2 28.6%	11 23.9%	8 42.1%	20 25.3%	12 20.7%	11 25.0%
						f					a			
Customer service	39 21.0%	10 15.9%	13 21.0%	6 17.1%	10 38.5%	16 32.7%	5 14.3%	5 19.2%	1 14.3%	6 13.0%	5 26.3%	14 17.7%	11 19.0%	13 29.5%
		d			a	e				a				
Distribution	19 10.2%	8 12.7%	7 11.3%	2 5.7%	2 7.7%	5 10.2%	4 11.4%	3 11.5%	2 28.6%	3 6.5%	1 5.3%	8 10.1%	7 12.1%	4 9.1%
Stock market performance	7 3.8%	1 1.6%	1 1.6%	2 5.7%	3 11.5%	0 0.0%	0 0.0%	2 7.7%	1 14.3%	3 6.5%	1 5.3%	2 2.5%	3 5.2%	2 4.5%
		d	d		ab	d	d		ab					

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 responding Mean SD	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
How many direct reports do you have?	58 8.78 21.07	58 5.70 7.26	31 4.45 3.40	25 3.92 3.95	45 3.09 3.47 ceF	31 4.31 3.21	25 5.12 3.38	7 4.14 3.24	46 10.94 23.89	14 7.07 7.47 A	74 4.55 4.67	56 5.75 5.05	38 9.74 26.29
How many indirect reports (dotted-line) reports do you have?	53 19.37 41.66	54 12.78 27.89	32 20.44 40.91	23 20.01 48.86	44 5.57 9.59 EF	28 14.26 38.85	24 8.29 12.51 e	7 7.86 9.08	43 35.61 54.15 Ac	13 30.49 57.34 A	69 6.71 18.59 Bc	54 27.62 49.96 A	36 19.06 39.53 a

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 responding Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
In your current role?	175 6.37 5.53	14 6.18 5.88 i	13 6.01 6.82	14 4.07 1.73 IkM	7 5.00 4.93 im	2 2.00 1.41 Im	3 1.83 1.89 Im	19 5.86 5.16 im	25 6.72 5.71 i	2 15.50 0.71 aCdeFghl	30 7.37 6.05	14 7.39 5.79 c	24 5.29 5.08 im	7 11.20 5.16 Cdefgl
In any role?	171 10.52 8.52	13 7.46 6.42 i	13 10.87 10.33	14 9.29 6.37	7 5.57 4.61 i	2 9.50 6.36	3 8.83 12.33	18 10.00 6.63	25 13.03 9.33	2 18.00 4.24 ad	30 12.30 9.75	13 8.79 7.20	23 8.44 8.33	7 13.88 9.57

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 responding 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?	58 6.32 5.81	59 7.04 5.95	33 5.28 4.05	25 6.36 5.59	47 7.99 6.75 f	31 5.81 4.79	25 5.86 4.90	7 3.43 2.88	46 6.49 5.32	15 4.13 3.98 a	74 6.35 5.54	57 6.62 5.65
In any role?	57 11.09 9.11	58 10.88 8.83	31 9.93 7.53	25 9.08 7.82	45 10.27 8.90	31 10.46 9.25	25 10.41 7.80	7 7.71 7.76	46 10.89 8.30	14 11.80 9.38	74 9.64 8.04	56 11.33 8.33	38 9.93 9.08

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

Topic 9: Marketing Leadership

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
Yes	31 17.4%	5 35.7%	3 23.1%	2 13.3%	0 0.0%	1 50.0%	1 33.3%	2 11.8%	3 11.5%	0 0.0%	5 15.6%	4 30.8%	5 20.0%	0 0.0%
No	147 82.6%	9 64.3%	10 76.9%	13 86.7%	7 100.0%	1 50.0%	2 66.7%	15 88.2%	23 88.5%	2 100.0%	27 84.4%	9 69.2%	20 80.0%	8 100.0%

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

Topic 9: Marketing Leadership

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
Yes	5 8.5% C	11 18.0%	11 33.3% A	4 16.0%	7 14.3% d	5 14.7% d	3 12.0% d	4 57.1% abce	7 15.6% d	5 33.3%	13 16.9%	9 15.8%	9 22.0%
No	54 91.5% C	50 82.0%	22 66.7% A	21 84.0%	42 85.7% d	29 85.3% d	22 88.0% d	3 42.9% abce	38 84.4% d	10 66.7%	64 83.1%	48 84.2%	32 78.0%

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 responding Mean SD	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
...Do you currently spend on marketing analytics?	202 5.84 5.77	15 4.20 3.57	15 4.87 5.38	15 6.81 7.61	7 6.14 2.73	3 4.00 5.20	4 2.50 5.00	21 7.06 6.28	27 6.39 6.18	2 2.50 3.54	38 5.56 6.18	17 6.20 6.44	29 6.28 5.66	8 6.50 4.07
...Will you spend on marketing analytics in the next three years?	199 17.34 22.01	15 22.47 27.22	14 14.25 19.43	14 11.36 13.62	7 16.93 26.15	3 5.33 4.04	4 13.75 18.87	21 21.21 24.20	26 27.58 27.80	2 62.75 18.03	38 13.34 18.26	17 16.35 23.69	29 13.66 18.67	8 11.50 7.95
			I	hI		i	i	i	cjl	BCefgJkL M	hI	i	hI	I

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 responding 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?	65 6.42 6.22	73 5.87 5.69	36 5.13 5.49	28 5.32 5.35	57 5.05 5.33 e	37 5.50 5.89	28 5.83 5.31	9 4.11 3.98	51 7.45 6.34 a	16 6.46 6.53	86 4.89 5.42	64 6.74 6.31
...Will you spend on marketing analytics in the next three years?	64 20.41 23.85	72 15.29 20.49	35 18.47 23.53	28 14.18 19.40	56 16.89 23.64	35 14.56 15.75	28 17.52 21.91	9 14.06 23.91	51 19.28 22.73	16 14.66 19.22	84 13.05 16.72	63 21.83 24.36	47 19.52 26.25

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 responding Mean SD	Total	Industry Sector												
	Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent of projects	202	15	15	15	7	3	4	21	27	2	38	17	29	8
	42.10	33.67	44.13	41.73	67.14	66.67	28.75	46.00	35.41	60.00	33.79	44.76	52.76	38.75
	35.14	33.99	29.08	39.56	38.71	49.33	25.29	40.55	31.21	56.57	34.47	30.96	35.87	33.03
					hj				d		dl		j	

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

Topic 10: Marketing Analytics

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

Number responding 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	65 37.52 34.06 cd	73 35.19 34.69 CD	36 53.81 32.56 aB	28 55.71 36.10 aB	57 36.23 36.12 d	37 40.30 33.57 d	28 39.79 36.10 d	9 68.89 32.48 abce	51 44.25 34.04 d	16 53.31 33.45	86 37.51 34.20 c	64 40.66 35.29

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=Not At All	27 13.2%	2 13.3%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	4 19.0%	4 14.8%	0 0.0%	9 23.1%	3 17.6%	3 10.0%	0 0.0%
2=	21 10.3%	2 13.3%	2 13.3%	1 6.7%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	5 18.5%	0 0.0%	6 15.4%	1 5.9%	3 10.0%	0 0.0%
3=	23 11.3%	2 13.3%	2 13.3%	0 0.0%	1 14.3%	1 33.3%	1 25.0%	2 9.5%	2 7.4%	2 100.0%	5 12.8%	1 5.9%	3 10.0%	1 12.5%
4=	42 20.6%	4 26.7%	1 6.7%	5 33.3%	0 0.0%	0 0.0%	3 75.0%	0 0.0%	8 29.6%	0 0.0%	6 15.4%	5 29.4%	5 16.7%	5 62.5%
5=	46 22.5%	3 20.0%	8 53.3%	4 26.7%	2 28.6%	0 0.0%	0 0.0%	10 47.6%	5 18.5%	0 0.0%	3 7.7%	2 11.8%	8 26.7%	1 12.5%
6=	22 10.8%	1 6.7%	2 13.3%	2 13.3%	0 0.0%	1 33.3%	0 0.0%	1 4.8%	2 7.4%	0 0.0%	4 10.3%	4 23.5%	4 13.3%	1 12.5%
7=Very Highly	23 11.3%	1 6.7%	0 0.0%	2 13.3%	3 42.9%	1 33.3%	0 0.0%	4 19.0%	1 3.7%	0 0.0%	6 15.4%	1 5.9%	4 13.3%	0 0.0%
Mean	4.06	3.73	4.40	4.60	5.14 h	5.33	3.75	4.48	3.56 d	3.00	3.62	4.06	4.33	4.25

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

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=Not At All	11 16.7%	11 15.1%	3 8.3%	2 6.9%	10 17.5%	5 13.5%	3 10.7%	1 11.1%	4 7.8%	2 11.1%	16 18.6%	8 12.5%	2 4.2%
2=	11 16.7%	8 11.0%	0 0.0%	2 6.9%	9 15.8%	1 2.7%	5 17.9%	2 22.2%	3 5.9%	1 5.6%	9 10.5%	7 10.9%	4 8.3%
3=	7 10.6%	10 13.7%	2 5.6%	4 13.8%	11 19.3%	4 10.8%	2 7.1%	0 0.0%	5 9.8%	1 5.6%	11 12.8%	7 10.9%	4 8.3%
4=	13 19.7%	13 17.8%	12 33.3%	4 13.8%	4 7.0%	10 27.0%	8 28.6%	2 22.2%	14 27.5%	3 16.7%	15 17.4%	16 25.0%	11 22.9%
5=	10 15.2%	20 27.4%	9 25.0%	7 24.1%	8 14.0%	9 24.3%	8 28.6%	2 22.2%	14 27.5%	5 27.8%	19 22.1%	16 25.0%	10 20.8%
6=	9 13.6%	3 4.1%	7 19.4%	3 10.3%	6 10.5%	2 5.4%	0 0.0%	2 22.2%	8 15.7%	4 22.2%	7 8.1%	5 7.8%	9 18.8%
7=Very Highly	5 7.6%	8 11.0%	3 8.3%	7 24.1%	9 15.8%	6 16.2%	2 7.1%	0 0.0%	3 5.9%	2 11.1%	9 10.5%	5 7.8%	8 16.7%
Mean	3.71 cd	3.88 cd	4.58 ab	4.69 ab	3.79	4.27	3.75	3.89	4.31	4.56	3.80 C	3.94 c	4.71 Ab

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

Topic 10: Marketing Analytics

How important is the top management team in driving the use of marketing analytics in your company?

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=1=Not at all	27 13.2%	2 13.3%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	1 25.0%	3 14.3%	4 14.8%	0 0.0%	8 20.5%	2 11.8%	5 16.7%	0 0.0%
2=2	19 9.3%	1 6.7%	1 6.7%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	3 14.3%	5 18.5%	1 50.0%	6 15.4%	0 0.0%	0 0.0%	1 12.5%
3=3	16 7.8%	2 13.3%	1 6.7%	0 0.0%	1 14.3%	0 0.0%	1 25.0%	1 4.8%	2 7.4%	1 50.0%	1 2.6%	1 5.9%	3 10.0%	2 25.0%
4=4	17 8.3%	2 13.3%	1 6.7%	3 20.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	2 7.4%	0 0.0%	2 5.1%	3 17.6%	1 3.3%	2 25.0%
5=5	39 19.1%	5 33.3%	6 40.0%	4 26.7%	1 14.3%	1 33.3%	0 0.0%	7 33.3%	3 11.1%	0 0.0%	5 12.8%	3 17.6%	4 13.3%	0 0.0%
6=6	47 23.0%	2 13.3%	5 33.3%	2 13.3%	2 28.6%	0 0.0%	1 25.0%	4 19.0%	7 25.9%	0 0.0%	8 20.5%	6 35.3%	8 26.7%	2 25.0%
7=7=Very Important	39 19.1%	1 6.7%	1 6.7%	5 33.3%	2 28.6%	2 66.7%	1 25.0%	2 9.5%	4 14.8%	0 0.0%	9 23.1%	2 11.8%	9 30.0%	1 12.5%
Mean	4.56	4.13	5.07 i	5.33 i	5.14	6.33 i	4.25	4.24	4.19	2.50 bce	4.28	4.82	4.97	4.38

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

Topic 10: Marketing Analytics

How important is the top management team in driving the use of marketing analytics in your company?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1=Not at all	11 16.7%	12 16.4%	3 8.3%	1 3.4%	11 19.3%	5 13.5%	4 14.3%	0 0.0%	3 5.9%	2 11.1%	17 19.8%	7 10.9%	2 4.2%
2=2	6 9.1%	8 11.0%	1 2.8%	4 13.8%	5 8.8%	3 8.1%	3 10.7%	1 11.1%	7 13.7%	0 0.0%	10 11.6%	4 6.3%	5 10.4%
3=3	5 7.6%	6 8.2%	3 8.3%	2 6.9%	4 7.0%	4 10.8%	3 10.7%	1 11.1%	3 5.9%	1 5.6%	4 4.7%	7 10.9%	4 8.3%
4=4	6 9.1%	6 8.2%	3 8.3%	2 6.9%	3 5.3%	5 13.5%	4 14.3%	0 0.0%	3 5.9%	2 11.1%	4 4.7%	8 12.5%	5 10.4%
5=5	13 19.7%	13 17.8%	8 22.2%	5 17.2%	9 15.8%	6 16.2%	6 21.4%	2 22.2%	12 23.5%	4 22.2%	18 20.9%	10 15.6%	9 18.8%
6=6	12 18.2%	18 24.7%	11 30.6%	6 20.7%	14 24.6%	8 21.6%	3 10.7%	2 22.2%	12 23.5%	8 44.4%	19 22.1%	12 18.8%	15 31.3%
7=7=Very Important	13 19.7%	10 13.7%	7 19.4%	9 31.0%	11 19.3%	6 16.2%	5 17.9%	3 33.3%	11 21.6%	1 5.6%	14 16.3%	16 25.0%	8 16.7%
Mean	4.39	4.29	5.03	5.07	4.40	4.41	4.21	5.33	4.84	4.89	4.27	4.72	4.90

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

Topic 10: Marketing Analytics

How important is the top management team in ensuring the use of marketing analytics impacts company performance?

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
1=1=Not at all	27 13.3%	2 13.3%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	1 25.0%	3 14.3%	5 18.5%	0 0.0%	9 23.7%	1 5.9%	4 13.3%	0 0.0%
2=2	18 8.9%	1 6.7%	1 6.7%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	3 14.3%	6 22.2%	0 0.0%	4 10.5%	0 0.0%	1 3.3%	1 12.5%
3=3	18 8.9%	2 13.3%	2 13.3%	2 13.3%	1 14.3%	0 0.0%	1 25.0%	1 4.8%	1 3.7%	2 100.0%	1 2.6%	2 11.8%	2 6.7%	1 12.5%
4=4	25 12.3%	3 20.0%	2 13.3%	4 26.7%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	2 7.4%	0 0.0%	4 10.5%	2 11.8%	4 13.3%	2 25.0%
5=5	35 17.2%	4 26.7%	6 40.0%	1 6.7%	1 14.3%	0 0.0%	1 25.0%	5 23.8%	4 14.8%	0 0.0%	6 15.8%	3 17.6%	2 6.7%	2 25.0%
6=6	46 22.7%	1 6.7%	3 20.0%	5 33.3%	2 28.6%	1 33.3%	1 25.0%	5 23.8%	6 22.2%	0 0.0%	8 21.1%	5 29.4%	7 23.3%	2 25.0%
7=7=Very Important	34 16.7%	2 13.3%	1 6.7%	2 13.3%	2 28.6%	2 66.7%	0 0.0%	2 9.5%	3 11.1%	0 0.0%	6 15.8%	4 23.5%	10 33.3%	0 0.0%
Mean	4.46	4.13 e	4.73 e	4.80	5.14	6.67 abhm	3.75	4.24	3.89 ek	3.00	4.11	5.18 h	5.00	4.38 e

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

Topic 10: Marketing Analytics

How important is the top management team in ensuring the use of marketing analytics impacts company performance?

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
1=1=Not at all	11 16.7%	12 16.7%	3 8.3%	1 3.4%	11 19.3%	3 8.1%	4 14.3%	2 22.2%	3 6.0%	2 11.1%	17 19.8%	7 10.9%	2 4.3%
2=2	7 10.6%	7 9.7%	0 0.0%	4 13.8%	5 8.8%	5 13.5%	3 10.7%	0 0.0%	5 10.0%	0 0.0%	9 10.5%	5 7.8%	4 8.5%
3=3	5 7.6%	5 6.9%	6 16.7%	2 6.9%	4 7.0%	3 8.1%	3 10.7%	1 11.1%	6 12.0%	1 5.6%	6 7.0%	6 9.4%	5 10.6%
4=4	8 12.1%	11 15.3%	4 11.1%	2 6.9%	6 10.5%	6 16.2%	4 14.3%	1 11.1%	5 10.0%	3 16.7%	6 7.0%	12 18.8%	7 14.9%
5=5	8 12.1%	15 20.8%	6 16.7%	6 20.7%	8 14.0%	4 10.8%	7 25.0%	2 22.2%	12 24.0%	2 11.1%	18 20.9%	11 17.2%	4 8.5%
6=6	14 21.2%	13 18.1%	13 36.1%	6 20.7%	14 24.6%	9 24.3%	1 3.6%	1 11.1%	14 28.0%	7 38.9%	16 18.6%	12 18.8%	17 36.2%
7=7=Very Important	13 19.7%	9 12.5%	4 11.1%	8 27.6%	9 15.8%	7 18.9%	6 21.4%	2 22.2%	5 10.0%	3 16.7%	14 16.3%	11 17.2%	8 17.0%
Mean	4.35	4.18	4.81	5.00	4.28	4.57	4.21	4.33	4.60	5.00	4.20	4.48	4.91

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

Topic 10: Marketing Analytics

To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit? Currently

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
<u>Currently</u>														
1=Not at all	123 61.8%	7 50.0%	8 57.1%	12 70.6%	3 42.9%	2 66.7%	4 100.0%	12 60.0%	18 72.0%	1 100.0%	27 69.2%	9 52.9%	15 51.7%	4 50.0%
2	32 16.1%	5 35.7% cjl	2 14.3%	1 5.9% ad	3 42.9% cjl	0 0.0%	0 0.0%	5 25.0%	5 20.0%	0 0.0%	4 10.3% ad	2 11.8%	2 6.9% adm	3 37.5% 1
3	17 8.5%	1 7.1%	3 21.4% j	3 17.6% j	0 0.0%	0 0.0%	0 0.0%	2 10.0%	1 4.0%	0 0.0%	1 2.6% bck	4 23.5% j	2 6.9%	0 0.0%
4	10 5.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	2 5.1%	1 5.9%	4 13.8%	1 12.5%
5	5 2.5%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	3 10.3%	0 0.0%
6	5 2.5%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 7.7%	0 0.0%	1 3.4%	0 0.0%
7=Very Important	7 3.5%	0 0.0% e	0 0.0% e	0 0.0% e	1 14.3%	1 33.3% abcHj	0 0.0%	1 5.0%	0 0.0% E	0 0.0%	1 2.6% e	1 5.9%	2 6.9%	0 0.0%
Mean	1.92	1.71	1.93	1.65	2.29	3.00 h	1.00	1.75	1.40 eL	1.00	1.95	2.12	2.62 H	1.75

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

Topic 10: Marketing Analytics

To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit? Currently

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
<u>Currently</u>													
1=Not at all	41 64.1%	45 64.3%	21 55.3%	16 59.3%	45 77.6% EF	25 71.4% ef	16 59.3%	6 66.7%	22 45.8% Ab	6 33.3% Ab	59 72.0% c	36 57.1%	25 52.1% a
2	14 21.9%	9 12.9%	5 13.2%	4 14.8%	7 12.1% ef	2 5.7% Ef	3 11.1%	0 0.0%	14 29.2% aB	6 33.3% ab	10 12.2%	12 19.0%	9 18.8%
3	3 4.7%	6 8.6%	6 15.8%	2 7.4%	2 3.4% e	3 8.6%	3 11.1%	1 11.1%	7 14.6% a	1 5.6%	5 6.1%	5 7.9%	5 10.4%
4	2 3.1%	4 5.7%	3 7.9%	1 3.7%	1 1.7%	1 2.9%	2 7.4%	1 11.1%	3 6.3%	1 5.6%	3 3.7%	4 6.3%	3 6.3%
5	1 1.6%	2 2.9%	1 2.6%	1 3.7%	0 0.0% f	2 5.7%	0 0.0%	0 0.0%	1 2.1%	2 11.1% a	2 2.4%	0 0.0% c	3 6.3% b
6	1 1.6%	3 4.3%	1 2.6%	0 0.0%	2 3.4%	2 5.7%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	1 1.2%	4 6.3%	0 0.0%
7=Very Important	2 3.1%	1 1.4% d	1 2.6%	3 11.1% b	1 1.7%	0 0.0% c	3 11.1% b	1 11.1%	1 2.1%	1 5.6%	2 2.4%	2 3.2%	3 6.3%
Mean	1.73	1.89	2.08	2.22	1.52 F	1.83	2.22	2.22	1.98	2.67 A	1.66 c	2.05	2.21 a

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

Topic 10: Marketing Analytics

To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit? Next three years

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
<u>Next three years</u>														
1=Not at all	60 28.8%	4 26.7%	2 13.3%	4 23.5%	1 14.3%	1 33.3%	2 50.0%	5 22.7%	10 35.7%	2 100.0%	18 45.0%	4 23.5%	4 13.8%	2 25.0%
			ij	i				i		bcgkL	bL	i	IJ	
2	33 15.9%	3 20.0%	3 20.0%	3 17.6%	1 14.3%	0 0.0%	1 25.0%	7 31.8%	4 14.3%	0 0.0%	4 10.0%	3 17.6%	4 13.8%	0 0.0%
								j			g			
3	34 16.3%	2 13.3%	2 13.3%	3 17.6%	1 14.3%	0 0.0%	0 0.0%	2 9.1%	7 25.0%	0 0.0%	4 10.0%	5 29.4%	4 13.8%	4 50.0%
								m			M		m	gJl
4	29 13.9%	4 26.7%	4 26.7%	4 23.5%	2 28.6%	0 0.0%	1 25.0%	3 13.6%	2 7.1%	0 0.0%	5 12.5%	2 11.8%	2 6.9%	0 0.0%
5	19 9.1%	0 0.0%	3 20.0%	2 11.8%	0 0.0%	1 33.3%	0 0.0%	3 13.6%	2 7.1%	0 0.0%	3 7.5%	1 5.9%	4 13.8%	0 0.0%
		e				a								
6	16 7.7%	2 13.3%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	3 10.7%	0 0.0%	4 10.0%	1 5.9%	3 10.3%	1 12.5%
7=Very Important	17 8.2%	0 0.0%	1 6.7%	0 0.0%	2 28.6%	1 33.3%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	2 5.0%	1 5.9%	8 27.6%	1 12.5%
		del		del	acHj	acH		1	DEL		dl		acgHj	
Mean	3.14	2.93	3.47	3.00	4.00	4.33	2.00	2.95	2.68	1.00	2.78	3.00	4.34	3.38
		l		l				l	L		L	l	acgHJk	

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

Topic 10: Marketing Analytics

To what extent is your company implementing artificial intelligence or machine learning into its marketing toolkit? Next three years

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
<u>Next three years</u>													
1=Not at all	21 30.9%	22 30.6%	6 15.8%	11 36.7%	26 44.1% cEF	16 43.2% Ef	6 21.4% a	3 33.3%	5 9.8% AB	2 10.0% Ab	29 33.7%	18 27.3%	11 22.0%
2	13 19.1%	9 12.5%	8 21.1%	3 10.0%	7 11.9%	4 10.8%	6 21.4%	2 22.2%	11 21.6%	2 10.0%	18 20.9%	10 15.2%	4 8.0%
3	14 20.6% d	14 19.4% d	5 13.2%	1 3.3% ab	9 15.3%	4 10.8%	4 14.3%	0 0.0%	12 23.5%	5 25.0%	12 14.0%	12 18.2%	10 20.0%
4	7 10.3%	8 11.1%	8 21.1%	6 20.0%	8 13.6%	3 8.1%	5 17.9%	1 11.1%	11 21.6%	1 5.0%	12 14.0%	7 10.6%	8 16.0%
5	4 5.9%	8 11.1%	4 10.5%	3 10.0%	4 6.8%	4 10.8%	1 3.6%	1 11.1%	6 11.8%	3 15.0%	5 5.8%	7 10.6%	6 12.0%
6	3 4.4%	7 9.7%	4 10.5%	2 6.7%	3 5.1% f	2 5.4%	3 10.7%	1 11.1%	2 3.9% f	4 20.0% ae	1 1.2% BC	8 12.1% A	7 14.0% A
7=Very Important	6 8.8%	4 5.6%	3 7.9%	4 13.3%	2 3.4%	4 10.8%	3 10.7%	1 11.1%	4 7.8%	3 15.0%	9 10.5%	4 6.1%	4 8.0%
Mean	2.90	3.11	3.53	3.30	2.56 EF	2.92 f	3.36	3.22	3.47 A	4.25 Ab	2.83 c	3.23	3.62 a

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

Topic 10: Marketing Analytics

To what extent are blockchain technologies affecting your company’s marketing strategies? Currently

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
Currently														
1=Not at all	150 75.4%	10 71.4%	11 78.6%	14 82.4%	5 71.4%	2 66.7%	4 100.0%	15 78.9%	19 79.2%	2 100.0%	26 65.0%	14 87.5%	22 73.3%	5 62.5%
2	27 13.6%	2 14.3%	3 21.4%	2 11.8%	1 14.3%	0 0.0%	0 0.0%	2 10.5%	1 4.2%	0 0.0%	9 22.5%	1 6.3%	3 10.0%	3 37.5%
3	6 3.0%	0 0.0%	0 0.0%	1 5.9%	1 14.3%	0 0.0%	0 0.0%	1 5.3%	2 8.3%	0 0.0%	1 2.5%	0 0.0%	0 0.0%	0 0.0%
4	6 3.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	2 5.0%	0 0.0%	2 6.7%	0 0.0%
5	6 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 8.3%	0 0.0%	1 2.5%	0 0.0%	2 6.7%	0 0.0%
6	2 1.0%	1 7.1%	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%	1 6.3%	0 0.0%	0 0.0%
7=Very Important	2 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.5%	0 0.0%	1 3.3%	0 0.0%
Mean	1.52	1.71	1.21	1.24	1.43	2.33	1.00	1.37	1.54	1.00	1.68	1.38	1.77	1.38

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

Topic 10: Marketing Analytics

To what extent are blockchain technologies affecting your company’s marketing strategies? Currently

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
<u>Currently</u>													
1=Not at all	48 77.4%	49 69.0%	30 78.9%	23 82.1%	46 79.3% f	33 89.2% F	19 70.4%	6 66.7%	35 72.9%	8 50.0% aB	66 78.6%	45 71.4%	35 74.5%
2	5 8.1% b	15 21.1% a	5 13.2%	2 7.1%	7 12.1%	3 8.1%	5 18.5%	2 22.2%	8 16.7%	2 12.5%	11 13.1%	9 14.3%	6 12.8%
3	3 4.8%	2 2.8%	0 0.0%	1 3.6%	2 3.4%	0 0.0%	1 3.7%	0 0.0%	3 6.3%	0 0.0%	2 2.4%	1 1.6%	3 6.4%
4	1 1.6%	4 5.6%	1 2.6%	0 0.0%	1 1.7%	0 0.0% f	1 3.7%	0 0.0%	1 2.1%	2 12.5% b	2 2.4%	3 4.8%	1 2.1%
5	4 6.5% b	0 0.0% ad	0 0.0%	2 7.1% b	1 1.7%	1 2.7%	1 3.7%	1 11.1%	1 2.1%	1 6.3%	2 2.4%	2 3.2%	2 4.3%
6	1 1.6%	0 0.0%	1 2.6%	0 0.0%	1 1.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	1 1.2%	1 1.6%	0 0.0%
7=Very Important	0 0.0%	1 1.4%	1 2.6%	0 0.0%	0 0.0% F	0 0.0% f	0 0.0%	0 0.0%	0 0.0% f	2 12.5% Abe	0 0.0%	2 3.2%	0 0.0%
Mean	1.56	1.52	1.50	1.43	1.40 F	1.19 F	1.52 f	1.67	1.44 F	2.81 ABcE	1.40	1.71	1.49

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

Topic 10: Marketing Analytics

To what extent are blockchain technologies affecting your company’s marketing strategies? Next three years

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	360 100.0%	39 10.8%	25 6.9%	28 7.8%	13 3.6%	7 1.9%	9 2.5%	34 9.4%	47 13.1%	3 0.8%	61 16.9%	30 8.3%	49 13.6%	15 4.2%
<u>Next three years</u>														
1=Not at all	108 52.9%	10 66.7%	5 33.3%	9 52.9%	5 71.4%	2 66.7%	2 50.0%	11 52.4%	16 61.5%	2 100.0%	20 50.0%	9 56.3%	13 44.8%	3 37.5%
2	34 16.7%	1 6.7%	5 33.3%	2 11.8%	1 14.3%	0 0.0%	0 0.0%	7 33.3%	4 15.4%	0 0.0%	5 12.5%	5 31.3%	3 10.3%	1 12.5%
3	26 12.7%	1 6.7%	3 20.0%	4 23.5%	0 0.0%	0 0.0%	1 25.0%	1 4.8% m	1 3.8% m	0 0.0%	8 20.0%	1 6.3%	3 10.3%	3 37.5% gh
4	16 7.8%	1 6.7%	2 13.3%	1 5.9%	0 0.0%	0 0.0%	1 25.0%	1 4.8%	1 3.8%	0 0.0%	2 5.0% l	0 0.0%	6 20.7% j	1 12.5%
5	5 2.5%	1 6.7%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	1 2.5%	0 0.0%	1 3.4%	0 0.0%
6	8 3.9%	1 6.7%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 4.8%	1 3.8%	0 0.0%	3 7.5%	0 0.0%	1 3.4%	0 0.0%
7=Very Important	7 3.4%	0 0.0% e	0 0.0% e	0 0.0% e	0 0.0%	1 33.3% abcgj	0 0.0%	0 0.0% e	2 7.7%	0 0.0%	1 2.5% e	1 6.3%	2 6.9%	0 0.0%
Mean	2.16	2.00	2.13	2.00	1.86	3.00	2.25	1.81	2.15	1.00	2.30	1.81	2.66	2.25

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

Topic 10: Marketing Analytics

To what extent are blockchain technologies affecting your company's marketing strategies? Next three years

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
Total	119 32.9%	119 32.9%	69 19.1%	55 15.2%	97 27.2%	58 16.3%	48 13.5%	24 6.7%	85 23.9%	44 12.4%	149 43.4%	103 30.0%	91 26.5%
<u>Next three years</u>													
1=Not at all	36 56.3%	34 47.2%	20 52.6%	18 60.0%	36 62.1% f	22 59.5%	13 46.4%	4 44.4%	24 48.0%	6 33.3% a	44 51.8%	34 52.3%	26 53.1%
2	10 15.6%	11 15.3%	7 18.4%	6 20.0%	8 13.8%	6 16.2%	5 17.9%	1 11.1%	12 24.0%	2 11.1%	15 17.6%	12 18.5%	6 12.2%
3	5 7.8%	14 19.4%	5 13.2%	2 6.7%	4 6.9%	5 13.5%	4 14.3%	2 22.2%	8 16.0%	3 16.7%	13 15.3%	4 6.2% c	9 18.4% b
4	5 7.8%	6 8.3%	4 10.5%	1 3.3%	6 10.3%	3 8.1%	3 10.7%	1 11.1%	1 2.0%	2 11.1%	7 8.2%	6 9.2%	3 6.1%
5	4 6.3%	1 1.4%	0 0.0%	0 0.0%	3 5.2%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	1 5.6%	3 3.5%	1 1.5%	1 2.0%
6	1 1.6%	5 6.9%	0 0.0%	2 6.7%	1 1.7%	1 2.7%	2 7.1%	0 0.0%	2 4.0%	1 5.6%	2 2.4%	3 4.6%	3 6.1%
7=Very Important	3 4.7%	1 1.4%	2 5.3%	1 3.3%	0 0.0% dF	0 0.0% df	1 3.6%	1 11.1% ab	2 4.0%	3 16.7% Ab	1 1.2% b	5 7.7% a	1 2.0%
Mean	2.16	2.28	2.08	1.97	1.88 F	1.81 F	2.36	2.56	2.14 f	3.28 ABe	2.06	2.34	2.18

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.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
We prove the impact quantitatively	104 50.0%	8 53.3%	9 60.0%	10 58.8%	5 71.4%	1 33.3%	1 25.0%	12 54.5%	9 33.3%	0 0.0%	16 40.0%	7 41.2%	22 73.3%	4 50.0%
									L	1	L	1	HiJk	
We have a good qualitative sense of the impact, but not a quantitative impact	71 34.1%	6 40.0%	2 13.3%	3 17.6%	2 28.6%	1 33.3%	2 50.0%	7 31.8%	11 40.7%	1 50.0%	18 45.0%	9 52.9%	4 13.3%	4 50.0%
			1 jk	k					1		bL	bcL	ahJKm	1
We haven't been able to show the impact yet	33 15.9%	1 6.7%	4 26.7%	4 23.5%	0 0.0%	1 33.3%	1 25.0%	3 13.6%	7 25.9%	1 50.0%	6 15.0%	1 5.9%	4 13.3%	0 0.0%

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

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We prove the impact quantitatively	22 32.8% BCd	40 54.8% A	24 63.2% A	18 60.0% a	24 40.7% F	17 44.7% F	15 53.6% f	3 33.3% f	28 54.9% f	16 84.2% ABcde	42 48.3%	31 47.7%	28 56.0%
We have a good qualitative sense of the impact, but not a quantitative impact	32 47.8% bC	21 28.8% a	8 21.1% A	10 33.3%	22 37.3% f	15 39.5% f	10 35.7%	5 55.6% f	16 31.4%	2 10.5% abd	28 32.2%	25 38.5%	17 34.0%
We haven't been able to show the impact yet	13 19.4%	12 16.4%	6 15.8%	2 6.7%	13 22.0%	6 15.8%	3 10.7%	1 11.1%	7 13.7%	1 5.3%	17 19.5%	9 13.8%	5 10.0%

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

Topic 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking Finance Insur.	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Manufact.	Mining Construct- ion	Service Consult.	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
We prove the impact quantitatively	84 40.6%	7 46.7%	6 40.0%	8 50.0%	6 85.7% ghkm	1 33.3%	1 25.0%	8 36.4% d	8 29.6% d	0 0.0%	18 45.0%	4 23.5% d	16 53.3% m	1 12.5% dl
We have a good qualitative sense of the impact, but not a quantitative impact	86 41.5%	5 33.3% k	5 33.3% k	5 31.3% k	0 0.0% fghKm	1 33.3%	3 75.0% d	11 50.0% d	12 44.4% d	1 50.0%	15 37.5% k	12 70.6% abcDjl	9 30.0% km	6 75.0% dl
We haven't been able to show the impact yet	37 17.9%	3 20.0%	4 26.7%	3 18.8%	1 14.3%	1 33.3%	0 0.0%	3 13.6%	7 25.9%	1 50.0%	7 17.5%	1 5.9%	5 16.7%	1 12.5%

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

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Sales Revenue						Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	0%	1-10%	>10%
	A	B	C	D	A	B	C	D	E	F	A	B	C
We prove the impact quantitatively	17 25.4% bD	34 46.6% a	15 40.5%	18 60.0% A	22 37.3%	16 42.1%	12 42.9%	4 44.4%	20 40.0%	9 47.4%	36 41.4%	24 37.5%	21 42.0%
We have a good qualitative sense of the impact, but not a quantitative impact	37 55.2% bd	27 37.0% a	14 37.8%	8 26.7% a	25 42.4%	16 42.1%	10 35.7%	3 33.3%	21 42.0%	9 47.4%	37 42.5%	25 39.1%	22 44.0%
We haven't been able to show the impact yet	13 19.4%	12 16.4%	8 21.6%	4 13.3%	12 20.3%	6 15.8%	6 21.4%	2 22.2%	9 18.0%	1 5.3%	14 16.1%	15 23.4%	7 14.0%

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