

Report of Results by Firm & Industry Characteristics

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

Overview of The CMO Survey®

About The CMO Survey®

Mission

To collect and disseminate the opinions of top marketers in order to predict the future of markets, track marketing excellence, and improve the value of marketing in firms and society. The survey is an objective source of information about marketing and a non-commercial service dedicated to improving the field of marketing.

Administration

Founded in August 2008, The CMO Survey is administered twice a year. Questions repeat to observe trends over time and new questions are added to tap into marketing trends. The February 2020 survey is the 24th administration of The CMO Survey.

Sponsors

CMO Survey Sponsors include the American Marketing Association, Deloitte LLP, and Duke University's Fuqua School of Business. Sponsors support The CMO Survey with intellectual and financial resources. Survey data and participant lists are held in confidence and not provided to survey sponsors or any other parties.

The February 2020 CMO Survey

Survey sample

2631 top marketers at U.S. for-profit companies; 265 responded for a 10.1% response rate; 98% of respondents are VP-level or above.

Survey administration

The survey was in field from January 7-28, 2020. It was administered via email with follow-up reminders.

Available reports

This *Report of Results by Firm and Industry Characteristics* offers results by sectors, size, and Internet sales.

Two other reports are available at cmosurvey.org/results.

- *Topline Report* offers an aggregate view of survey results.
- *Highlights and Insights Report* shares key metrics over time

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Technical Notes:

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

Topic 1: Marketplace Dynamics - Overall Economy

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

	Total	Industry Sector												
		Banking Finance Insurance RealEstate	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
3=More	42 30.7%	2 28.6%	3 30.0% m	1 8.3% egiM	3 42.9% h	2 100.0% cHkl	0 0.0%	10 55.6% cHkl	1 6.3% dEGiM	2 66.7% ch	5 27.8% m	2 13.3% egM	5 23.8% egM	6 85.7% bCHjKL
2=No Change	48 35.0%	3 42.9%	2 20.0%	7 58.3% m	3 42.9%	0 0.0%	0 0.0%	4 22.2%	8 50.0% m	1 33.3%	8 44.4% m	4 26.7%	8 38.1%	0 0.0% chj
1=Less	47 34.3%	2 28.6%	5 50.0%	4 33.3%	1 14.3%	0 0.0%	1 100.0%	4 22.2% k	7 43.8%	0 0.0%	5 27.8%	9 60.0% g	8 38.1%	1 14.3%
Mean	1.96	2.00	1.80 m	1.75 giM	2.29 hk	3.00	1.00	2.33 cHK	1.63 dGiM	2.67 chk	2.00 m	1.53 dGiM	1.86 m	2.71 bCHjKL

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

Topic 1: Marketplace Dynamics - Overall Economy

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

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
3=More	9 24.3%	5 35.7%	9 29.0%	3 37.5%	11 36.7%	4 25.0%	11 29.7% c	7 28.0% c	0 0.0% abDfg	8 53.3% C	3 25.0%	4 44.4% c	9 33.3% c
2=No Change	11 29.7%	3 21.4%	12 38.7%	3 37.5%	13 43.3%	6 37.5%	10 27.0%	7 28.0%	6 50.0%	4 26.7%	7 58.3%	4 44.4%	10 37.0%
1=Less	17 45.9% e	6 42.9%	10 32.3%	2 25.0%	6 20.0%	6 37.5% a	16 43.2%	11 44.0%	6 50.0%	3 20.0%	2 16.7%	1 11.1%	8 29.6%
Mean	1.78	1.93	1.97	2.13	2.17	1.88	1.86	1.84	1.50 DeFg	2.33 C	2.08 c	2.33 C	2.04 c

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

Topic 1: Marketplace Dynamics - Overall Economy

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

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
3=More	13 26.0%	15 35.7%	6 25.0%	7 35.0%	16 31.4%	11 22.9%	13 39.4%
2=No Change	21 42.0%	11 26.2%	8 33.3%	8 40.0%	19 37.3%	22 45.8% c	6 18.2% b
1=Less	16 32.0%	16 38.1%	10 41.7%	5 25.0%	16 31.4%	15 31.3%	14 42.4%
Mean	1.94	1.98	1.83	2.10	2.00	1.92	1.97

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

Topic 1: Marketplace Dynamics - Overall Economy

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

Number Mean SD	Total	Industry Sector												
		Banking	Finance	Communi-	Consumer					Mining		Tech		
		Insurance	cations	Packaged	Consumer	Education	Energy	Healthcare	Manufac-	Construct-	Service	Retail	Software	Transportation
		RealEstate	Media	Goods	Services			Pharm	turing	ion	Consulting	Wholesale	Biotech	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Optimism rating	132	7	10	11	7	2	1	17	16	3	17	15	20	6
	62.72	65.71	65.32	65.91	60.57	75.00	49.00	67.65	60.26	65.00	57.81	65.67	55.05	73.33
	19.46	10.18	21.66	17.86	24.71	21.21	---	18.80	16.26	8.66	24.86	15.91	21.83	17.51

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

Topic 1: Marketplace Dynamics - Overall Economy

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Optimism rating	37	14	29	8	28	15	37	24	11	14	12	9	25
	65.66	62.50	58.65	61.25	63.00	63.33	64.85	64.47	51.02	69.16	52.35	64.44	63.80
	20.01	24.16	22.54	16.64	15.21	17.59	20.40	22.86	17.09	18.51	16.73	13.10	17.22
							c		adg	ce	d		c

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

Topic 1: Marketplace Dynamics - Overall Economy

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Optimism rating	49	40	23	20	50	47	31
	63.54	60.54	65.22	62.20	61.93	60.46	67.94
	20.07	22.12	13.10	19.29	19.97	18.71	19.39

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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
1=1st Priority	13 10.4%	1 16.7%	0 0.0%	3 27.3% 1	1 14.3%	0 0.0%	0 0.0%	1 6.3%	1 7.1%	1 33.3% 1	1 5.6%	4 30.8% 1	0 0.0% cik	0 0.0%
2=2nd Priority	18 14.4%	0 0.0%	3 33.3%	1 9.1%	2 28.6%	0 0.0%	0 0.0%	2 12.5%	4 28.6%	0 0.0%	1 5.6%	2 15.4%	2 10.5%	1 16.7%
3=3rd Priority	20 16.0%	2 33.3% g	1 11.1%	3 27.3% g	1 14.3%	0 0.0%	1 100.0% GkL	0 0.0% acFM	3 21.4%	0 0.0%	4 22.2%	1 7.7% f	1 5.3% Fm	3 50.0% Gl
Mean	2.14	2.33	2.25	2.00	2.00	---	3.00	1.67 m	2.25	1.00	2.50	1.57 m	2.33	2.75 gk

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

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
1=1st Priority	4 11.8%	0 0.0%	3 10.0%	0 0.0%	3 10.7%	3 23.1%	3 8.8%	2 8.7%	1 8.3%	2 15.4%	1 9.1%	0 0.0%	4 17.4%
2=2nd Priority	3 8.8%	3 23.1%	3 10.0%	2 33.3%	5 17.9%	1 7.7%	5 14.7%	3 13.0%	1 8.3%	1 7.7%	1 9.1%	2 22.2%	5 21.7%
3=3rd Priority	3 8.8%	2 15.4%	8 26.7%	0 0.0%	6 21.4%	1 7.7%	2 5.9%	7 30.4%	2 16.7%	3 23.1%	3 27.3%	1 11.1%	2 8.7%
Mean	1.90	2.40	2.36	2.00	2.21	1.60	1.90	2.42	2.25	2.17	2.40	2.33	1.82

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				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
1=1st Priority	4 9.5%	4 10.3%	3 13.0%	2 10.0%	4 8.5%	7 15.9%	2 6.9%
2=2nd Priority	5 11.9%	4 10.3%	4 17.4%	4 20.0%	4 8.5%	5 11.4%	6 20.7%
3=3rd Priority	5 11.9%	7 17.9%	3 13.0%	5 25.0%	7 14.9%	7 15.9%	4 13.8%
Mean	2.07	2.20	2.00	2.27	2.20	2.00	2.17

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**

	Overall	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=1st Priority	28 22.4%	0 0.0% h	3 33.3%	0 0.0% hl	2 28.6%	0 0.0%	0 0.0%	2 12.5% h	7 50.0% acg	0 0.0%	3 16.7%	2 15.4%	8 42.1% c	1 16.7%
2=2nd Priority	36 28.8%	0 0.0% Ce	2 22.2% c	9 81.8% AbdGHJK Lm	1 14.3% c	2 100.0% aghl	0 0.0%	4 25.0% Ce	3 21.4% Ce	1 33.3%	5 27.8% C	3 23.1% C	5 26.3% Ce	1 16.7% c
3=3rd Priority	30 24.0%	2 33.3%	1 11.1%	0 0.0% dG	3 42.9% c	0 0.0%	0 0.0%	8 50.0% Cj	3 21.4%	1 33.3%	3 16.7% g	3 23.1%	4 21.1%	2 33.3%
Mean	2.02	3.00	1.67	2.00	2.17	2.00	---	2.43 hl	1.69 g	2.50	2.00	2.13	1.76 g	2.25

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

Topic 1: Marketplace Dynamics - Customers

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

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
1=1st Priority	9 26.5%	2 15.4%	4 13.3%	3 50.0%	7 25.0%	2 15.4%	8 23.5%	2 8.7%	4 33.3%	2 15.4%	4 36.4%	2 22.2%	6 26.1%
2=2nd Priority	9 26.5%	4 30.8%	13 43.3%	1 16.7%	5 17.9%	4 30.8%	9 26.5%	9 39.1%	2 16.7%	4 30.8%	2 18.2%	4 44.4%	6 26.1%
3=3rd Priority	9 26.5%	2 15.4%	8 26.7%	1 16.7%	7 25.0%	3 23.1%	8 23.5%	6 26.1%	5 41.7%	1 7.7%	3 27.3%	1 11.1%	6 26.1%
Mean	2.00	2.00	2.16	1.60	2.00	2.11	2.00	2.24	2.09	1.86	1.89	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 product quality**

	Primary Economic Sector				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	1=1st Priority	12 28.6%	7 17.9%	4 17.4%	4 20.0%	7 14.9%	9 20.5%
2=2nd Priority	13 31.0%	10 25.6%	11 47.8%	2 10.0%	12 25.5%	14 31.8%	10 34.5%
3=3rd Priority	10 23.8%	9 23.1%	5 21.7%	6 30.0%	15 31.9%	9 20.5%	6 20.7%
Mean	1.94	2.08	2.05	2.17	2.24	2.00	1.96

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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=1st Priority	20 16.0%	0 0.0%	1 11.1%	5 45.5% j	0 0.0%	0 0.0%	0 0.0%	5 31.3%	2 14.3%	0 0.0%	1 5.6% c	2 15.4%	4 21.1%	0 0.0%
2=2nd Priority	7 5.6%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	2 11.1%	1 7.7%	2 10.5%	0 0.0%
3=3rd Priority	16 12.8%	1 16.7%	4 44.4% Ghl	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0% B	1 7.1% b	0 0.0%	4 22.2%	3 23.1%	1 5.3% b	0 0.0%
Mean	1.91	3.00	2.60	1.63	---	---	---	1.00	1.75	---	2.43	2.17	1.57	---

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**

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
1=1st Priority	6 17.6%	3 23.1%	6 20.0%	1 16.7%	2 7.1%	2 15.4%	7 20.6%	5 21.7%	3 25.0%	1 7.7%	2 18.2%	1 11.1%	1 4.3%
2=2nd Priority	3 8.8%	0 0.0%	2 6.7%	1 16.7%	0 0.0%	1 7.7%	1 2.9%	1 4.3%	2 16.7%	1 7.7%	1 9.1%	0 0.0%	1 4.3%
3=3rd Priority	5 14.7%	3 23.1%	3 10.0%	0 0.0%	4 14.3%	1 7.7%	7 20.6%	4 17.4%	0 0.0%	1 7.7%	0 0.0%	3 33.3%	1 4.3%
Mean	1.93	2.00	1.73	1.50	2.33	1.75	2.00	1.90	1.40	2.00	1.33	2.50	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				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
1=1st Priority	11 26.2%	5 12.8%	4 17.4%	0 0.0%	11 23.4%	5 11.4%	4 13.8%
	d			a			
2=2nd Priority	3 7.1%	2 5.1%	2 8.7%	0 0.0%	1 2.1%	4 9.1%	2 6.9%
3=3rd Priority	3 7.1%	5 12.8%	4 17.4%	4 20.0%	6 12.8%	5 11.4%	5 17.2%
Mean	1.53	2.00	2.00	3.00	1.72	2.00	2.09

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=1st Priority	30 24.0%	1 16.7%	4 44.4%	1 9.1%	3 42.9%	1 50.0%	0 0.0%	4 25.0%	3 21.4%	1 33.3%	6 33.3%	2 15.4%	3 15.8%	1 16.7%
2=2nd Priority	37 29.6%	5 83.3% bCgjl	1 11.1% a	0 0.0% AFhkm	2 28.6%	0 0.0%	1 100.0% C	4 25.0% a	6 42.9% c	1 33.3%	5 27.8% a	5 38.5% c	4 21.1% a	3 50.0% c
3=3rd Priority	29 23.2%	0 0.0%	2 22.2%	2 18.2%	1 14.3%	1 50.0%	0 0.0%	4 25.0%	3 21.4%	1 33.3%	4 22.2%	3 23.1%	7 36.8%	1 16.7%
Mean	1.99	1.83	1.71	2.33	1.67	2.00	2.00	2.00	2.00	2.00	1.87	2.10	2.29	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:
Excellent service

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
1=1st Priority	7 20.6%	4 30.8%	10 33.3%	0 0.0%	6 21.4%	3 23.1%	5 14.7%	8 34.8% f	2 16.7%	5 38.5% f	3 27.3%	0 0.0% bd	7 30.4%
2=2nd Priority	10 29.4%	3 23.1%	7 23.3%	1 16.7%	10 35.7%	6 46.2%	12 35.3%	4 17.4%	4 33.3%	4 30.8%	4 36.4%	2 22.2%	7 30.4%
3=3rd Priority	9 26.5%	3 23.1%	4 13.3%	2 33.3%	8 28.6%	3 23.1%	10 29.4% b	1 4.3% acFg	4 33.3% b	3 23.1%	1 9.1%	4 44.4% B	6 26.1% b
Mean	2.08	1.90	1.71	2.67	2.08	2.00	2.19 B	1.46 AcF	2.20 b	1.83 f	1.75 f	2.67 Bde	1.95

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				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
1=1st Priority	10 23.8%	8 20.5%	5 21.7%	7 35.0%	11 23.4%	13 29.5%	6 20.7%
2=2nd Priority	9 21.4%	16 41.0%	4 17.4%	8 40.0%	17 36.2%	12 27.3%	6 20.7%
3=3rd Priority	9 21.4%	13 33.3%	4 17.4%	2 10.0%	10 21.3%	8 18.2%	9 31.0%
Mean	1.96	2.14	1.92	1.71	1.97	1.85	2.14

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

Topic 1: Marketplace Dynamics - Customers

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

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transporta- tion M
1=1st Priority	34 27.2%	4 66.7% bhl	1 11.1% am	2 18.2%	1 14.3%	1 50.0%	1 100.0% h	4 25.0%	1 7.1% afjm	1 33.3%	7 38.9% h	3 23.1%	4 21.1% am	4 66.7% bhl
2=2nd Priority	26 20.8%	1 16.7%	3 33.3% h	0 0.0% g	2 28.6% h	0 0.0%	0 0.0%	6 37.5% ch	0 0.0% bdgijl	1 33.3% h	5 27.8% h	2 15.4%	5 26.3% h	1 16.7%
3=3rd Priority	29 23.2%	1 16.7%	1 11.1%	4 36.4%	2 28.6%	1 50.0%	0 0.0%	4 25.0%	4 28.6%	1 33.3%	3 16.7%	3 23.1%	5 26.3%	0 0.0%
Mean	1.94	1.50	2.00	2.33 m	2.20 m	2.00	1.00	2.00 m	2.60 m	2.00	1.73	2.00	2.07 m	1.20 cdghl

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

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
1=1st Priority	8 23.5%	4 30.8%	7 23.3%	2 33.3%	10 35.7%	3 23.1%	11 32.4%	6 26.1% f	2 16.7% f	3 23.1%	1 9.1% f	6 66.7% bceg	5 21.7% f
2=2nd Priority	8 23.5%	3 23.1%	5 16.7%	1 16.7%	8 28.6%	1 7.7%	7 20.6%	5 21.7%	3 25.0%	3 23.1%	3 27.3%	1 11.1%	4 17.4%
3=3rd Priority	7 20.6%	3 23.1%	7 23.3%	3 50.0% e	3 10.7% df	5 38.5% e	7 20.6%	4 17.4%	1 8.3%	5 38.5% f	4 36.4%	0 0.0% dg	8 34.8% f
Mean	1.96	1.90	2.00	2.17	1.67	2.22	1.84 f	1.87 f	1.83	2.18 F	2.38 F	1.14 abDEG	2.18 F

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				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
1=1st Priority	5 11.9% Bd	15 38.5% A	7 30.4% C	7 35.0% a	14 29.8% A	10 22.7% B	10 34.5% C
2=2nd Priority	11 26.2%	7 17.9%	2 8.7%	6 30.0%	12 25.5%	9 20.5%	5 17.2%
3=3rd Priority	14 33.3% b	5 12.8% a	7 30.4%	3 15.0%	8 17.0%	15 34.1%	5 17.2%
Mean	2.30 Bd	1.63 A	2.00	1.75 a	1.82	2.15	1.75

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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Total	265 100.0%	20 7.5%	23 8.7%	21 7.9%	11 4.2%	8 3.0%	4 1.5%	35 13.2%	23 8.7%	5 1.9%	35 13.2%	26 9.8%	41 15.5%	13 4.9%
+1=Increase	87 68.5%	6 85.7%	6 66.7%	5 45.5% lm	4 57.1%	1 50.0%	1 100.0%	12 75.0%	8 50.0% lm	1 33.3%	13 81.3%	8 57.1%	16 84.2% ch	6 100.0% ch
0=No Change	29 22.8%	1 14.3%	2 22.2%	3 27.3% j	3 42.9% j	1 50.0% j	0 0.0%	4 25.0% j	6 37.5% j	2 66.7% J	0 0.0% cdeghIk	4 28.6% j	3 15.8%	0 0.0%
-1=Decrease	11 8.7%	0 0.0%	1 11.1%	3 27.3% gl	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5% c	0 0.0%	3 18.8%	2 14.3%	0 0.0% c	0 0.0%
Mean	0.60	0.86	0.56	0.18 gL	0.57	0.50	1.00	0.75 c	0.38 l	0.33	0.63	0.43 l	0.84 Chk	1.00

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

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Total	71 27.3%	32 12.3%	45 17.3%	16 6.2%	56 21.5%	40 15.4%	72 27.3%	45 17.0%	18 6.8%	30 11.4%	21 8.0%	15 5.7%	63 23.9%
+1=Increase	24 75.0%	10 71.4%	21 72.4%	5 62.5%	16 57.1%	11 73.3%	25 75.8%	15 65.2%	9 75.0%	9 69.2%	7 58.3%	8 88.9%	14 56.0%
0=No Change	5 15.6%	3 21.4%	4 13.8%	2 25.0%	11 39.3%	3 20.0%	5 15.2%	5 21.7%	1 8.3%	3 23.1%	5 41.7%	1 11.1%	9 36.0%
-1=Decrease	3 9.4%	1 7.1%	4 13.8%	1 12.5%	1 3.6%	1 6.7%	3 9.1%	3 13.0%	2 16.7%	1 7.7%	0 0.0%	0 0.0%	2 8.0%
Mean	0.66	0.64	0.59	0.50	0.54	0.67	0.67	0.52	0.58	0.62	0.58	0.89	0.48

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				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Total	96 36.4%	77 29.2%	51 19.3%	40 15.2%	102 41.5%	77 31.3%	67 27.2%
+1=Increase	29 63.0% b	33 86.8% aC	12 52.2% B	13 65.0%	32 71.1%	30 65.2%	22 68.8%
0=No Change	12 26.1% B	1 2.6% ACD	9 39.1% B	7 35.0% B	10 22.2%	11 23.9%	7 21.9%
-1=Decrease	5 10.9%	4 10.5%	2 8.7%	0 0.0%	3 6.7%	5 10.9%	3 9.4%
Mean	0.52	0.76	0.43	0.65	0.64	0.54	0.59

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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Total	265 100.0%	20 7.5%	23 8.7%	21 7.9%	11 4.2%	8 3.0%	4 1.5%	35 13.2%	23 8.7%	5 1.9%	35 13.2%	26 9.8%	41 15.5%	13 4.9%
+1=Increase	55 43.7%	2 28.6%	2 22.2%	6 54.5%	5 71.4%	1 50.0%	0 0.0%	6 37.5%	7 43.8%	2 66.7%	6 37.5%	8 57.1%	7 38.9%	3 50.0%
0=No Change	51 40.5%	5 71.4%	5 55.6%	3 27.3%	2 28.6%	1 50.0%	0 0.0%	7 43.8%	8 50.0%	1 33.3%	7 43.8%	5 35.7%	6 33.3%	1 16.7%
-1=Decrease	20 15.9%	0 0.0% f	2 22.2%	2 18.2%	0 0.0% f	0 0.0%	1 100.0% adhk	3 18.8%	1 6.3% f	0 0.0%	3 18.8%	1 7.1% f	5 27.8%	2 33.3%
Mean	0.28	0.29	0.00 d	0.36	0.71 b	0.50	-1.00	0.19	0.38	0.67	0.19	0.50	0.11	0.17

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

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Total	71 27.3%	32 12.3%	45 17.3%	16 6.2%	56 21.5%	40 15.4%	72 27.3%	45 17.0%	18 6.8%	30 11.4%	21 8.0%	15 5.7%	63 23.9%
+1=Increase	12 37.5%	6 42.9%	13 44.8%	4 50.0%	15 53.6%	5 35.7%	11 33.3%	9 39.1%	4 33.3%	8 61.5%	8 66.7%	5 55.6%	10 41.7%
0=No Change	18 56.3%	4 28.6%	12 41.4%	2 25.0%	8 28.6%	6 42.9%	18 54.5%	9 39.1%	5 41.7%	3 23.1%	4 33.3%	2 22.2%	10 41.7%
	e				a								
-1=Decrease	2 6.3%	4 28.6%	4 13.8%	2 25.0%	5 17.9%	3 21.4%	4 12.1%	5 21.7%	3 25.0%	2 15.4%	0 0.0%	2 22.2%	4 16.7%
	b	a											
Mean	0.31	0.14	0.31	0.25	0.36	0.14	0.21 e	0.17	0.08 e	0.46	0.67 ac	0.33	0.25

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				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Total	96 36.4%	77 29.2%	51 19.3%	40 15.2%	102 41.5%	77 31.3%	67 27.2%
+1=Increase	22 47.8%	11 28.9%	11 50.0%	11 55.0%	21 46.7%	22 47.8%	11 35.5%
0=No Change	15 32.6%	19 50.0%	9 40.9%	8 40.0%	18 40.0%	16 34.8%	14 45.2%
-1=Decrease	9 19.6%	8 21.1%	2 9.1%	1 5.0%	6 13.3%	8 17.4%	6 19.4%
Mean	0.28	0.08 d	0.41	0.50 b	0.33	0.30	0.16

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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Total	265 100.0%	20 7.5%	23 8.7%	21 7.9%	11 4.2%	8 3.0%	4 1.5%	35 13.2%	23 8.7%	5 1.9%	35 13.2%	26 9.8%	41 15.5%	13 4.9%
+1=Increase	92 72.4%	3 42.9% hlm	7 77.8%	4 36.4% ghLm	3 42.9% hlm	1 50.0%	1 100.0%	13 81.3% c	14 87.5% acd	3 100.0%	10 62.5%	10 71.4%	17 89.5% aCd	6 100.0% acd
0=No Change	32 25.2%	4 57.1% hlm	1 11.1% c	7 63.6% bgHLm	4 57.1% hlm	1 50.0%	0 0.0%	3 18.8% c	1 6.3% aCd	0 0.0%	5 31.3%	4 28.6%	2 10.5% aCd	0 0.0% acd
-1=Decrease	3 2.4%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%
Mean	0.70	0.43 1	0.67	0.36 ghL	0.43 1	0.50	1.00	0.81 c	0.81 c	1.00	0.56	0.71	0.89 aCd	1.00

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

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Total	71 27.3%	32 12.3%	45 17.3%	16 6.2%	56 21.5%	40 15.4%	72 27.3%	45 17.0%	18 6.8%	30 11.4%	21 8.0%	15 5.7%	63 23.9%
+1=Increase	19 59.4%	12 85.7%	21 72.4%	7 87.5%	21 75.0%	11 73.3%	20 60.6%	19 82.6%	7 58.3%	10 76.9%	10 83.3%	7 77.8%	19 76.0%
0=No Change	12 37.5%	2 14.3%	7 24.1%	0 0.0%	7 25.0%	4 26.7%	12 36.4%	3 13.0%	4 33.3%	3 23.1%	2 16.7%	2 22.2%	6 24.0%
	d			a									
-1=Decrease	1 3.1%	0 0.0%	1 3.4%	1 12.5%	0 0.0%	0 0.0%	1 3.0%	1 4.3%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.56	0.86	0.69	0.75	0.75	0.73	0.58	0.78	0.50	0.77	0.83	0.78	0.76

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				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Total	96 36.4%	77 29.2%	51 19.3%	40 15.2%	102 41.5%	77 31.3%	67 27.2%
+1=Increase	38 82.6% cD	32 84.2% cD	13 56.5% ab	9 45.0% AB	34 75.6%	33 71.7%	22 68.8%
0=No Change	7 15.2% cD	5 13.2% cD	9 39.1% ab	11 55.0% AB	10 22.2%	12 26.1%	9 28.1%
-1=Decrease	1 2.2%	1 2.6%	1 4.3%	0 0.0%	1 2.2%	1 2.2%	1 3.1%
Mean	0.80 cD	0.82 cD	0.52 ab	0.45 AB	0.73	0.70	0.66

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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Total	265 100.0%	20 7.5%	23 8.7%	21 7.9%	11 4.2%	8 3.0%	4 1.5%	35 13.2%	23 8.7%	5 1.9%	35 13.2%	26 9.8%	41 15.5%	13 4.9%
+1=Increase	86 67.7%	5 71.4%	7 77.8%	5 45.5% k	6 85.7%	2 100.0%	1 100.0%	10 62.5%	8 50.0% k	3 100.0%	8 50.0% k	12 85.7% chj	14 73.7%	5 83.3%
0=No Change	34 26.8%	2 28.6%	0 0.0% hj	4 36.4%	1 14.3%	0 0.0%	0 0.0%	4 25.0%	7 43.8% b	0 0.0%	8 50.0% bk	2 14.3% j	5 26.3%	1 16.7%
-1=Decrease	7 5.5%	0 0.0%	2 22.2% l	2 18.2%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0% b	0 0.0%
Mean	0.62	0.71	0.56	0.27 kl	0.86	1.00	1.00	0.50	0.44 k	1.00	0.50 k	0.86 chj	0.74 c	0.83

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

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Total	71 27.3%	32 12.3%	45 17.3%	16 6.2%	56 21.5%	40 15.4%	72 27.3%	45 17.0%	18 6.8%	30 11.4%	21 8.0%	15 5.7%	63 23.9%
+1=Increase	20 62.5%	8 57.1%	18 62.1%	6 75.0%	22 78.6%	11 73.3%	20 60.6% d	15 65.2%	6 50.0% d	12 92.3% ac	9 75.0%	6 66.7%	18 72.0%
0=No Change	12 37.5% e	4 28.6%	8 27.6%	2 25.0%	4 14.3% a	4 26.7%	12 36.4% d	6 26.1%	5 41.7% d	0 0.0% acg	3 25.0%	1 11.1%	7 28.0% d
-1=Decrease	0 0.0% b	2 14.3% a	3 10.3%	0 0.0%	2 7.1%	0 0.0%	1 3.0%	2 8.7%	1 8.3%	1 7.7%	0 0.0%	2 22.2% g	0 0.0% f
Mean	0.63	0.43	0.52	0.75	0.71	0.73	0.58	0.57	0.42	0.85	0.75	0.44	0.72

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				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Total	96 36.4%	77 29.2%	51 19.3%	40 15.2%	102 41.5%	77 31.3%	67 27.2%
+1=Increase	28 60.9%	26 68.4%	19 82.6%	13 65.0%	31 68.9%	29 63.0%	22 68.8%
0=No Change	16 34.8%	10 26.3%	3 13.0%	5 25.0%	10 22.2%	14 30.4%	10 31.3%
-1=Decrease	2 4.3%	2 5.3%	1 4.3%	2 10.0%	4 8.9%	3 6.5%	0 0.0%
Mean	0.57	0.63	0.78	0.55	0.60	0.57	0.69

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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Total	265 100.0%	20 7.5%	23 8.7%	21 7.9%	11 4.2%	8 3.0%	4 1.5%	35 13.2%	23 8.7%	5 1.9%	35 13.2%	26 9.8%	41 15.5%	13 4.9%
+1=Increase	65 52.0%	5 71.4%	3 33.3%	4 36.4%	6 85.7%	2 100.0%	0 0.0%	10 62.5%	6 40.0%	1 33.3%	8 50.0%	6 42.9%	13 68.4%	1 20.0%
0=No Change	47 37.6%	2 28.6%	4 44.4%	6 54.5%	1 14.3%	0 0.0%	1 100.0%	5 31.3%	7 46.7%	2 66.7%	4 25.0%	6 42.9%	6 31.6%	3 60.0%
-1=Decrease	13 10.4%	0 0.0%	2 22.2%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	2 13.3%	0 0.0%	4 25.0%	2 14.3%	0 0.0%	1 20.0%
Mean	0.42	0.71	0.11 dl	0.27 d	0.86 bcm	1.00	0.00	0.56	0.27 1	0.33	0.25	0.29	0.68 bhm	0.00 dl

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

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Total	71 27.3%	32 12.3%	45 17.3%	16 6.2%	56 21.5%	40 15.4%	72 27.3%	45 17.0%	18 6.8%	30 11.4%	21 8.0%	15 5.7%	63 23.9%
+1=Increase	18 56.3%	7 50.0%	16 57.1%	4 50.0%	13 48.1%	6 40.0%	21 63.6% B	5 22.7% ADe	6 50.0%	10 76.9% B	7 58.3% b	5 62.5%	11 44.0%
0=No Change	11 34.4%	7 50.0%	9 32.1%	2 25.0%	11 40.7%	7 46.7%	10 30.3% B	16 72.7% ACDeg	2 16.7% B	2 15.4% B	4 33.3% b	3 37.5%	10 40.0% b
-1=Decrease	3 9.4%	0 0.0%	3 10.7%	2 25.0%	3 11.1%	2 13.3%	2 6.1% c	1 4.5% c	4 33.3% ab	1 7.7%	1 8.3%	0 0.0%	4 16.0%
Mean	0.47	0.50	0.46	0.25	0.37	0.27	0.58 b	0.18 adf	0.17	0.69 b	0.50	0.63 b	0.28

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				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Total	96 36.4%	77 29.2%	51 19.3%	40 15.2%	102 41.5%	77 31.3%	67 27.2%
+1=Increase	23 51.1%	18 48.6%	10 43.5%	14 70.0%	30 69.8% Bc	18 39.1% A	14 43.8% a
0=No Change	18 40.0%	16 43.2%	8 34.8%	5 25.0%	11 25.6%	21 45.7%	14 43.8%
-1=Decrease	4 8.9%	3 8.1%	5 21.7%	1 5.0%	2 4.7%	7 15.2%	4 12.5%
Mean	0.42	0.41	0.22	0.65	0.65 Bc	0.24 A	0.31 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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Total	265 100.0%	20 7.5%	23 8.7%	21 7.9%	11 4.2%	8 3.0%	4 1.5%	35 13.2%	23 8.7%	5 1.9%	35 13.2%	26 9.8%	41 15.5%	13 4.9%
+1=Increase	98 79.0%	6 85.7%	7 77.8%	7 63.6%	5 71.4%	2 100.0%	1 100.0%	12 75.0%	11 78.6%	2 100.0%	12 75.0%	13 92.9%	17 89.5%	3 50.0%
0=No Change	23 18.5%	1 14.3%	2 22.2%	4 36.4%	2 28.6%	0 0.0%	0 0.0%	2 12.5%	3 21.4%	0 0.0%	3 18.8%	1 7.1%	2 10.5%	3 50.0%
-1=Decrease	3 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 12.5%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%
Mean	0.77	0.86	0.78	0.64	0.71	1.00	1.00	0.63	0.79	1.00	0.69	0.93 m	0.89 m	0.50 kl

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

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Total	71 27.3%	32 12.3%	45 17.3%	16 6.2%	56 21.5%	40 15.4%	72 27.3%	45 17.0%	18 6.8%	30 11.4%	21 8.0%	15 5.7%	63 23.9%
+1=Increase	25 80.6%	12 85.7%	21 75.0%	5 62.5%	25 92.6%	10 66.7%	28 87.5%	15 68.2%	6 50.0%	12 100.0%	10 83.3%	9 100.0%	18 72.0%
			e	e	df	e	c	d	aDf	bCg		c	d
0=No Change	6 19.4%	2 14.3%	7 25.0%	3 37.5%	1 3.7%	4 26.7%	4 12.5%	7 31.8%	6 50.0%	0 0.0%	2 16.7%	0 0.0%	4 16.0%
			e	e	cdf	e	c	d	aDfg	bC		c	c
-1=Decrease	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.7%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 12.0%
							g						a
Mean	0.81	0.86	0.75	0.63	0.89	0.60	0.88 C	0.68	0.50 A	1.00	0.83	1.00	0.60

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				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Total	96 36.4%	77 29.2%	51 19.3%	40 15.2%	102 41.5%	77 31.3%	67 27.2%
+1=Increase	38 84.4%	30 83.3%	17 73.9%	13 65.0%	38 88.4%	34 73.9%	23 74.2%
0=No Change	7 15.6%	5 13.9%	5 21.7%	6 30.0%	3 7.0%	12 26.1%	8 25.8%
					bc	a	a
-1=Decrease	0 0.0%	1 2.8%	1 4.3%	1 5.0%	2 4.7%	0 0.0%	0 0.0%
Mean	0.84 d	0.81	0.70	0.60 a	0.84	0.74	0.74

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

Topic 1: Marketplace Dynamics - Partners

Will you use a channel or go directly to market?

	Total	Industry Sector												
		Banking Finance Insurance RealEstate	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	265 100.0%	20 7.5%	23 8.7%	21 7.9%	11 4.2%	8 3.0%	4 1.5%	35 13.2%	23 8.7%	5 1.9%	35 13.2%	26 9.8%	41 15.5%	13 4.9%
Uses channel partners	191 72.1%	13 65.0%	18 78.3%	19 90.5% Dgik	5 45.5% Chl	6 75.0%	4 100.0%	23 65.7% c	19 82.6% d	2 40.0% c	25 71.4%	15 57.7% c	32 78.0% d	10 76.9%
Does not use channel partners	74 27.9%	7 35.0%	5 21.7%	2 9.5% Dgik	6 54.5% Chl	2 25.0%	0 0.0%	12 34.3% c	4 17.4% d	3 60.0% c	10 28.6%	11 42.3% c	9 22.0% d	3 23.1%

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

Topic 1: Marketplace Dynamics - Partners

Will you use a channel or go directly to market?

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Total	71 27.3%	32 12.3%	45 17.3%	16 6.2%	56 21.5%	40 15.4%	72 27.3%	45 17.0%	18 6.8%	30 11.4%	21 8.0%	15 5.7%	63 23.9%
Uses channel partners	45 63.4% f	24 75.0%	30 66.7%	13 81.3%	40 71.4%	34 85.0% a	47 65.3% g	32 71.1%	13 72.2%	22 73.3%	12 57.1% g	13 86.7%	51 81.0% ae
Does not use channel partners	26 36.6% f	8 25.0%	15 33.3%	3 18.8%	16 28.6%	6 15.0% a	25 34.7% g	13 28.9%	5 27.8%	8 26.7%	9 42.9% g	2 13.3%	12 19.0% ae

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

Topic 1: Marketplace Dynamics - Partners

Will you use a channel or go directly to market?

	Primary Economic Sector				Internet Sales %		
	B2B	B2B	B2C	B2C	0%	1-10%	>10%
	Product A	Services B	Product C	Services D	A	B	C
Total	96 36.4%	77 29.2%	51 19.3%	40 15.2%	102 41.5%	77 31.3%	67 27.2%
Uses channel partners	71 74.0%	53 68.8%	40 78.4%	26 65.0%	68 66.7%	55 71.4%	51 76.1%
Does not use channel partners	25 26.0%	24 31.2%	11 21.6%	14 35.0%	34 33.3%	22 28.6%	16 23.9%

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

Topic 1: Marketplace Dynamics - Partners

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

	Total	Industry Sector												
		Banking Finance Insurance RealEstate	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	191 100.0%	13 6.8%	18 9.4%	19 9.9%	5 2.6%	6 3.1%	4 2.1%	23 12.0%	19 9.9%	2 1.0%	25 13.1%	15 7.9%	32 16.8%	10 5.2%
+1=Increase	31 66.0%	0 0.0%	0 0.0%	5 62.5%	0 0.0%	0 0.0%	1 100.0%	2 40.0%	10 90.9%	0 0.0%	1 50.0%	1 50.0%	8 72.7%	3 100.0%
			hL		h			h	Bdg				b	
0=No Change	13 27.7%	0 0.0%	2 66.7%	2 25.0%	1 100.0%	0 0.0%	0 0.0%	3 60.0%	0 0.0%	0 0.0%	1 50.0%	1 50.0%	3 27.3%	0 0.0%
			h		H			h	bDgjk		h	h		
-1=Decrease	3 6.4%	0 0.0%	1 33.3%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.60	---	-0.33 hL	0.50	0.00	---	1.00	0.40	0.82 b	---	0.50	0.50	0.73 B	1.00

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

Topic 1: Marketplace Dynamics - Partners

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

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Total	45 24.2%	24 12.9%	30 16.1%	13 7.0%	40 21.5%	34 18.3%	47 24.7%	32 16.8%	13 6.8%	22 11.6%	12 6.3%	13 6.8%	51 26.8%
+1=Increase	5 83.3%	1 20.0% c	9 81.8% b	4 80.0%	7 63.6%	5 62.5%	5 62.5%	7 77.8%	4 66.7%	3 100.0%	3 100.0%	4 66.7%	5 41.7%
0=No Change	1 16.7%	4 80.0% c	1 9.1% b	1 20.0%	3 27.3%	2 25.0%	3 37.5%	1 11.1%	2 33.3%	0 0.0%	0 0.0%	1 16.7%	6 50.0%
-1=Decrease	0 0.0%	0 0.0%	1 9.1%	0 0.0%	1 9.1%	1 12.5%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 8.3%
Mean	0.83 b	0.20 a	0.73	0.80	0.55	0.50	0.63	0.67	0.67	1.00	1.00	0.50	0.33

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

Topic 1: Marketplace Dynamics - Partners

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

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Total	71 37.4%	53 27.9%	40 21.1%	26 13.7%	68 39.1%	55 31.6%	51 29.3%
+1=Increase	16 72.7%	8 72.7%	5 50.0%	2 50.0%	6 75.0%	16 69.6%	8 57.1%
0=No Change	4 18.2%	3 27.3%	5 50.0%	1 25.0%	1 12.5%	5 21.7%	6 42.9%
-1=Decrease	2 9.1%	0 0.0%	0 0.0%	1 25.0%	1 12.5%	2 8.7%	0 0.0%
Mean	0.64	0.73	0.50	0.25	0.63	0.61	0.57

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

Topic 1: Marketplace Dynamics - Partners

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

	Total	Industry Sector												
		Banking Finance Insurance RealEstate	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	191 100.0%	13 6.8%	18 9.4%	19 9.9%	5 2.6%	6 3.1%	4 2.1%	23 12.0%	19 9.9%	2 1.0%	25 13.1%	15 7.9%	32 16.8%	10 5.2%
+1=Increase	17 37.8%	0 0.0%	0 0.0%	5 62.5%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	6 60.0%	0 0.0%	1 50.0%	1 50.0%	3 30.0%	0 0.0%
0=No Change	17 37.8%	0 0.0%	2 66.7%	2 25.0%	0 0.0%	0 0.0%	1 100.0%	1 20.0%	4 40.0%	0 0.0%	1 50.0%	0 0.0%	4 40.0%	2 66.7%
-1=Decrease	11 24.4%	0 0.0%	1 33.3%	1 12.5%	1 100.0%	0 0.0%	0 0.0%	3 60.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	3 30.0%	1 33.3%
Mean	0.13	---	-0.33 h	0.50	-1.00	---	0.00	-0.40 h	0.60 bgm	---	0.50	0.00	0.00	-0.33 h

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

Topic 1: Marketplace Dynamics - Partners

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

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Total	45 24.2%	24 12.9%	30 16.1%	13 7.0%	40 21.5%	34 18.3%	47 24.7%	32 16.8%	13 6.8%	22 11.6%	12 6.3%	13 6.8%	51 26.8%
+1=Increase	5 83.3% e	1 20.0%	3 30.0%	3 60.0%	3 27.3% a	2 28.6%	5 62.5%	2 25.0%	1 16.7% e	1 33.3%	3 100.0% cg	2 33.3%	3 27.3% e
0=No Change	1 16.7%	2 40.0%	5 50.0%	2 40.0%	4 36.4%	3 42.9%	2 25.0%	5 62.5%	3 50.0%	1 33.3%	0 0.0%	1 16.7%	5 45.5%
-1=Decrease	0 0.0%	2 40.0%	2 20.0%	0 0.0%	4 36.4%	2 28.6%	1 12.5%	1 12.5%	2 33.3%	1 33.3%	0 0.0%	3 50.0%	3 27.3%
Mean	0.83 bcef	-0.20 a	0.10 a	0.60	-0.09 a	0.00 a	0.50	0.13	-0.17	0.00	1.00	-0.17	0.00

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

Topic 1: Marketplace Dynamics - Partners

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

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Total	71 37.4%	53 27.9%	40 21.1%	26 13.7%	68 39.1%	55 31.6%	51 29.3%
+1=Increase	10 47.6%	4 36.4%	3 33.3%	0 0.0%	4 57.1%	9 39.1%	4 30.8%
0=No Change	7 33.3%	5 45.5%	4 44.4%	1 25.0%	0 0.0%	12 52.2%	4 30.8%
					b	a	
-1=Decrease	4 19.0%	2 18.2%	2 22.2%	3 75.0%	3 42.9%	2 8.7%	5 38.5%
	d			a	b	ac	b
Mean	0.29 d	0.18 d	0.11	-0.75 ab	0.14	0.30	-0.08

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

Topic 1: Marketplace Dynamics - Partners

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

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Total	191 100.0%	13 6.8%	18 9.4%	19 9.9%	5 2.6%	6 3.1%	4 2.1%	23 12.0%	19 9.9%	2 1.0%	25 13.1%	15 7.9%	32 16.8%	10 5.2%
+1=Increase	29 61.7%	0 0.0%	1 33.3%	4 50.0%	1 100.0%	0 0.0%	1 100.0%	2 40.0%	9 81.8%	0 0.0%	1 50.0%	1 50.0%	6 54.5%	3 100.0%
0=No Change	17 36.2%	0 0.0%	2 66.7%	3 37.5%	0 0.0%	0 0.0%	0 0.0%	3 60.0%	2 18.2%	0 0.0%	1 50.0%	1 50.0%	5 45.5%	0 0.0%
-1=Decrease	1 2.1%	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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.60	---	0.33	0.38	1.00	---	1.00	0.40	0.82	---	0.50	0.50	0.55	1.00

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

Topic 1: Marketplace Dynamics - Partners

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

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Total	45 24.2%	24 12.9%	30 16.1%	13 7.0%	40 21.5%	34 18.3%	47 24.7%	32 16.8%	13 6.8%	22 11.6%	12 6.3%	13 6.8%	51 26.8%
+1=Increase	4 66.7%	2 40.0%	8 72.7%	4 80.0%	6 54.5%	5 62.5%	4 50.0%	8 88.9% g	3 50.0%	3 100.0%	3 100.0%	3 50.0%	5 41.7% b
0=No Change	2 33.3%	3 60.0%	2 18.2%	1 20.0%	5 45.5%	3 37.5%	4 50.0% b	0 0.0% acfg	3 50.0% b	0 0.0%	0 0.0%	3 50.0% b	7 58.3% b
-1=Decrease	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	0.67	0.40	0.64	0.80	0.55	0.63	0.50	0.78	0.50	1.00	1.00	0.50	0.42

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

Topic 1: Marketplace Dynamics - Partners

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

	Primary Economic Sector				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	Total	71 37.4%	53 27.9%	40 21.1%	26 13.7%	68 39.1%	55 31.6%
+1=Increase	13 59.1%	8 72.7%	4 40.0%	4 100.0%	7 87.5%	13 56.5%	8 57.1%
0=No Change	8 36.4%	3 27.3%	6 60.0%	0 0.0%	1 12.5%	9 39.1%	6 42.9%
-1=Decrease	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%
Mean	0.55	0.73	0.40	1.00	0.88	0.52	0.57

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

Topic 1: Marketplace Dynamics - 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 Insurance RealEstate	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Total	191 100.0%	13 6.8%	18 9.4%	19 9.9%	5 2.6%	6 3.1%	4 2.1%	23 12.0%	19 9.9%	2 1.0%	25 13.1%	15 7.9%	32 16.8%	10 5.2%
+1=Increase	16 34.8%	0 0.0%	2 66.7%	5 62.5%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	2 20.0%	0 0.0%	1 50.0%	1 50.0%	2 18.2%	2 66.7%
0=No Change	24 52.2%	0 0.0%	1 33.3%	3 37.5%	1 100.0%	0 0.0%	0 0.0%	4 80.0%	5 50.0%	0 0.0%	1 50.0%	1 50.0%	7 63.6%	1 33.3%
-1=Decrease	6 13.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	3 30.0%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	0 0.0%
Mean	0.22	---	0.67	0.63 hl	0.00	---	-1.00	0.20	-0.10 c	---	0.50	0.50	0.00 c	0.67

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

Topic 1: Marketplace Dynamics - Partners

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

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Total	45 24.2%	24 12.9%	30 16.1%	13 7.0%	40 21.5%	34 18.3%	47 24.7%	32 16.8%	13 6.8%	22 11.6%	12 6.3%	13 6.8%	51 26.8%
+1=Increase	3 50.0%	1 20.0%	6 60.0% d	0 0.0% c	2 18.2%	4 50.0%	4 50.0%	4 50.0%	1 16.7%	0 0.0%	1 33.3%	1 16.7%	5 41.7%
0=No Change	3 50.0%	4 80.0% c	1 10.0% bDe	5 100.0% C	6 54.5% c	4 50.0%	4 50.0%	3 37.5%	2 33.3%	2 66.7%	2 66.7%	4 66.7%	7 58.3%
-1=Decrease	0 0.0%	0 0.0%	3 30.0%	0 0.0%	3 27.3%	0 0.0%	0 0.0% c	1 12.5%	3 50.0% ag	1 33.3%	0 0.0%	1 16.7%	0 0.0% c
Mean	0.50	0.20	0.30	0.00	-0.09	0.50	0.50 c	0.38	-0.33 ag	-0.33 g	0.33	0.00	0.42 cd

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

Topic 1: Marketplace Dynamics - Partners

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

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Total	71 37.4%	53 27.9%	40 21.1%	26 13.7%	68 39.1%	55 31.6%	51 29.3%
+1=Increase	6 28.6%	4 36.4%	3 30.0%	3 75.0%	3 42.9%	6 26.1%	7 50.0%
0=No Change	12 57.1%	4 36.4%	7 70.0%	1 25.0%	2 28.6%	14 60.9%	7 50.0%
-1=Decrease	3 14.3%	3 27.3%	0 0.0%	0 0.0%	2 28.6%	3 13.0%	0 0.0%
Mean	0.14	0.09	0.30	0.75	0.14	0.13	0.50

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

Topic 1: Marketplace Dynamics - Partners

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

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Total	191 100.0%	13 6.8%	18 9.4%	19 9.9%	5 2.6%	6 3.1%	4 2.1%	23 12.0%	19 9.9%	2 1.0%	25 13.1%	15 7.9%	32 16.8%	10 5.2%
+1=Increase	12 26.7%	0 0.0%	0 0.0%	3 37.5%	0 0.0%	0 0.0%	1 100.0%	3 60.0%	2 20.0%	0 0.0%	1 50.0%	1 50.0%	1 10.0%	0 0.0%
0=No Change	25 55.6%	0 0.0%	2 66.7%	2 25.0%	1 100.0%	0 0.0%	0 0.0%	1 20.0%	7 70.0%	0 0.0%	1 50.0%	1 50.0%	8 80.0%	2 66.7%
-1=Decrease	8 17.8%	0 0.0%	1 33.3%	3 37.5%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 33.3%
Mean	0.09	---	-0.33	0.00	0.00	---	1.00	0.40	0.10	---	0.50	0.50	0.00	-0.33

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

Topic 1: Marketplace Dynamics - Partners

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

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Total	45 24.2%	24 12.9%	30 16.1%	13 7.0%	40 21.5%	34 18.3%	47 24.7%	32 16.8%	13 6.8%	22 11.6%	12 6.3%	13 6.8%	51 26.8%
+1=Increase	2 33.3%	1 20.0%	3 33.3%	0 0.0%	3 27.3%	2 25.0%	2 25.0%	3 37.5%	1 20.0%	0 0.0%	1 33.3%	1 16.7%	4 33.3%
0=No Change	2 33.3%	4 80.0%	3 33.3%	5 100.0%	7 63.6%	4 50.0%	4 50.0%	3 37.5%	3 60.0%	2 66.7%	2 66.7%	4 66.7%	7 58.3%
-1=Decrease	2 33.3%	0 0.0%	3 33.3%	0 0.0%	1 9.1%	2 25.0%	2 25.0%	2 25.0%	1 20.0%	1 33.3%	0 0.0%	1 16.7%	1 8.3%
Mean	0.00	0.20	0.00	0.00	0.18	0.00	0.00	0.13	0.00	-0.33	0.33	0.00	0.25

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

Topic 1: Marketplace Dynamics - Partners

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

	Primary Economic Sector				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	Total	71 37.4%	53 27.9%	40 21.1%	26 13.7%	68 39.1%	55 31.6%
+1=Increase	5 25.0%	4 36.4%	3 30.0%	0 0.0%	2 28.6%	5 22.7%	4 28.6%
0=No Change	13 65.0%	5 45.5%	5 50.0%	2 50.0%	2 28.6% b	16 72.7% a	6 42.9%
-1=Decrease	2 10.0%	2 18.2%	2 20.0%	2 50.0%	3 42.9% b	1 4.5% a	4 28.6%
Mean	0.15	0.18	0.10	-0.50	-0.14	0.18	0.00

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector												
		Banking	Finance	Communi-	Consumer					Mining		Tech		
		Insurance	cations	Packaged	Consumer	Education	Energy	Healthcare	Manufac-	Construct-	Service	Retail	Software	Transportation
		RealEstate	Media	Goods	Services			Pharm	turing	ion	Consulting	Wholesale	Biotech	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Existing products/ services in existing markets	141 54.01 27.61	8 69.38 32.67 1	10 47.50 30.12	12 50.00 24.12	8 71.25 19.59 ghl	2 70.00 28.28	1 80.00 ---	18 47.22 27.56 dk	18 51.94 22.37 d	3 56.67 20.82	20 52.00 31.72	14 67.86 26.00 gl	20 44.25 27.06 adk	7 52.14 29.98
New products/ services in existing markets	141 20.53 18.93	8 8.75 13.56 Bclm	10 33.50 20.28 AhjK	12 26.25 19.79 aK	8 16.00 15.88	2 0.00 0.00	1 0.00 ---	18 26.28 22.11 k	18 17.39 11.02 bk	3 18.33 20.21	20 16.40 21.65 b	14 9.50 8.21 BCghLM	20 27.50 19.23 aK	7 27.86 19.55 aK
Existing products/ services in new markets	141 15.04 14.35	8 10.63 7.29	10 10.00 12.69 j	12 16.67 14.82	8 9.50 12.27	2 25.00 35.36	1 10.00 ---	18 12.89 13.51	18 18.61 17.56	3 18.33 7.64	20 22.75 16.66 bk	14 12.29 11.23 j	20 14.00 13.04	7 10.00 12.58
New products/ services in new markets	141 10.43 15.72	8 11.25 24.16	10 9.00 13.08	12 7.08 9.40	8 3.25 4.50 h	2 5.00 7.07	1 10.00 ---	18 13.61 23.69	18 12.06 10.01 d	3 6.67 5.77	20 8.85 8.92	14 10.36 26.13	20 14.25 14.71	7 10.00 11.18

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Existing products/ services in existing markets	40 53.63 31.46	16 52.50 21.13	32 50.16 26.29	9 48.89 32.86	28 59.29 27.85	15 58.33 24.76	40 54.38 31.67	27 57.04 23.79	12 47.08 27.42	16 53.44 27.43	12 56.67 29.57	9 49.44 24.55	25 54.20 27.22
New products/ services in existing markets	40 17.52 21.92	16 25.50 17.76	32 18.28 16.73	9 32.22 27.85	28 18.43 13.90	15 23.67 16.42	40 17.15 22.21	27 21.96 18.95	12 25.42 23.88	16 18.13 17.78	12 19.42 15.85	9 26.67 11.18	25 21.92 15.14
Existing products/ services in new markets	40 15.30 14.92	16 17.50 18.26	32 20.16 15.68	9 10.56 6.82	28 12.43 12.25	15 9.33 8.84	40 15.93 14.30	27 14.81 15.90	12 15.00 12.43	16 15.63 13.40	12 14.25 14.19	9 11.11 10.54	25 15.28 16.60
New products/ services in new markets	40 13.55 24.13	16 4.50 6.48	32 11.41 12.78	9 8.33 8.66	28 9.86 10.72	15 8.67 10.08	40 12.55 24.26	27 6.19 7.59	12 12.50 13.40	16 12.81 13.54	12 9.67 8.28	9 12.78 14.17	25 8.60 9.41

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Existing products/ services in existing markets	54 46.85 28.67 D	44 53.52 25.58 D	22 55.91 25.24 d	21 71.43 24.91 ABc	52 55.58 28.21	51 52.94 26.63	34 51.91 27.93
New products/ services in existing markets	54 21.41 18.53	44 20.75 18.59	22 23.55 23.32	21 14.67 15.32	52 18.42 17.94	51 22.53 19.87	34 20.82 19.49
Existing products/ services in new markets	54 17.54 15.46 d	44 16.70 13.55 d	22 12.36 14.62	21 7.90 10.28 ab	52 15.71 14.77	51 15.75 14.36	34 14.12 14.17
New products/ services in new markets	54 14.20 17.98	44 9.02 10.11	22 8.18 20.96	21 6.00 11.11	52 10.29 16.87	51 8.78 9.84	34 13.15 20.77

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

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect the corporate strategies your firm will use to grow during the next 12 months.

Number Mean SD	Total	Industry Sector												
		Banking Finance Insurance RealEstate	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Growth from your firm internally	139 72.24 29.34	8 67.50 34.02	10 73.00 31.73	12 72.50 27.59	7 83.86 17.05	2 75.00 35.36	1 80.00 ---	17 56.47 38.80	18 75.83 28.45	3 66.67 28.87	20 77.75 23.76	14 84.64 25.68	20 62.00 31.93	7 82.86 10.75
Growth from partnerships	139 11.36 17.10	8 16.88 23.44	10 14.00 18.83	12 5.17 9.46	7 8.57 18.64	2 10.00 14.14	1 20.00 ---	17 17.06 16.01	18 6.39 11.48	3 5.00 8.66	20 14.25 22.38	14 5.14 13.25	20 16.25 20.19	7 5.71 9.76
Growth from acquisitions	139 11.26 18.17	8 5.63 14.00	10 9.00 13.50	12 14.33 16.97	7 6.14 8.21	2 10.00 14.14	1 0.00 ---	17 14.41 18.53	18 14.72 23.98	3 25.00 25.00	20 6.75 11.62	14 8.93 21.68	20 14.50 23.11	7 8.57 13.14
Growth from licensing arrangements	139 5.14 13.17	8 10.00 13.09	10 4.00 8.10	12 8.00 15.08	7 1.43 3.78	2 5.00 7.07	1 0.00 ---	17 12.06 29.69	18 3.06 5.46	3 3.33 5.77	20 1.25 3.19	14 1.29 2.16	20 7.25 10.94	7 2.86 7.56

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

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect the corporate strategies your firm will use to grow during the next 12 months.

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Growth from your firm internally	40 76.50 27.11	16 68.44 39.27	32 68.66 30.12	9 67.78 29.17	27 72.41 28.77	14 76.79 25.16	40 74.25 30.60	27 75.93 31.10	12 66.25 33.79	15 64.80 27.46	11 66.36 34.21	9 72.78 25.01	25 74.80 24.98
Growth from partnerships	40 14.13 19.34 e	16 12.50 16.12	32 12.50 20.71	9 10.56 17.22	27 5.26 8.79 a	14 11.21 14.46	40 14.13 19.74	27 8.70 12.83	12 15.83 20.54	15 9.00 18.73	11 12.27 23.91	9 6.89 8.12	25 10.28 12.97
Growth from acquisitions	40 3.17 8.25 CDEf	16 11.25 23.91	32 14.00 20.85 A	9 18.33 20.62 A	27 17.96 20.86 A	14 9.29 9.78 a	40 4.13 13.86 cDefg	27 9.81 21.24	12 13.92 15.91 a	15 23.53 26.20 Ag	11 17.27 21.37 a	9 16.11 12.69 a	25 11.20 11.30 ad
Growth from licensing arrangements	40 6.20 17.58	16 7.81 19.83	32 4.84 9.46	9 3.33 6.61	27 4.37 9.03	14 2.71 5.76	40 7.50 20.79	27 5.56 11.55	12 4.00 5.58	15 2.67 4.17	11 4.09 9.17	9 4.22 8.09	25 3.72 7.25

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

Topic 2: Firm Growth Strategies

Allocate 100 points to reflect the corporate strategies your firm will use to grow during the next 12 months.

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Growth from your firm internally	54 67.69 32.98	43 75.70 24.80	22 73.18 29.94	20 76.10 27.69	51 74.41 28.99	50 73.04 25.91	34 68.09 34.47
Growth from partnerships	54 13.06 20.70	43 11.63 13.83	22 7.91 14.93	20 10.00 15.30	51 10.98 16.46	50 11.08 17.27	34 12.21 18.63
Growth from acquisitions	54 12.22 21.09	43 8.26 12.81	22 14.41 21.76	20 11.65 15.40	51 10.10 14.95	50 11.90 18.99	34 11.62 21.80
Growth from licensing arrangements	54 7.04 16.30	43 4.42 13.42	22 4.50 7.66	20 2.25 5.95	51 4.51 15.04	50 3.98 9.24	34 8.09 15.52

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

Topic 2: Firm Growth Strategies

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

	Total	Industry Sector													
		Banking	Finance	Communi-	Consumer	Consumer	Education	Energy	Healthcare	Manufac-	Mining	Service	Retail	Tech	Transportation
		Insurance	RealEstate	Media	Packaged Goods	Services			Pharm	turing	Construct-	Consulting	Wholesale	Biotech	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
<u>Having all stakeholders aligned</u>															
N	133	7	10	12	8	2	1	16	16	3	18	13	20	7	
Mean	2.78	3.00	2.10	2.67	3.13	1.50	3.00	3.25	2.69	2.67	2.22	2.69	3.35	2.86	
SD	1.52	1.63	1.29	1.61	1.55	0.71	---	1.61	1.30	2.08	1.31	1.75	1.60	1.57	
			1					j			gl		bj		
<u>Having the right talent</u>															
N	133	7	10	12	8	2	1	16	16	3	18	13	20	7	
Mean	2.28	1.86	2.00	2.25	2.00	1.50	1.00	2.06	2.63	2.67	2.33	1.85	2.70	2.86	
SD	1.16	1.21	0.82	1.48	1.60	0.71	---	0.85	1.50	0.58	1.08	0.90	1.08	1.07	
												lm	k	k	
<u>Having the right data</u>															
N	133	7	10	12	8	2	1	16	16	3	18	13	20	7	
Mean	3.57	3.00	4.00	2.92	3.63	4.00	5.00	3.69	3.75	3.67	3.67	3.92	3.40	3.14	
SD	1.15	1.15	1.05	1.00	1.41	0.00	---	1.08	1.13	0.58	1.33	0.95	1.19	1.35	
			c	bk								c			
<u>Having the right operating model</u>															
N	133	7	10	12	8	2	1	16	16	3	18	13	20	7	
Mean	2.67	4.00	3.30	2.67	2.38	3.00	2.00	2.81	2.69	1.33	2.89	2.54	2.25	1.86	
SD	1.34	1.53	1.49	1.07	0.52	0.00	---	1.33	1.45	0.58	1.37	1.20	1.45	1.21	
		cdiklm		a	ai					ad		a	a	a	
<u>Having the right technology</u>															
N	133	7	10	12	8	2	1	16	16	3	18	13	20	7	
Mean	3.70	3.14	3.60	4.50	3.88	5.00	4.00	3.19	3.25	4.67	3.89	4.00	3.30	4.29	
SD	1.34	1.07	1.35	0.80	1.13	0.00	---	1.68	1.53	0.58	1.28	0.91	1.49	1.11	
		C		Aghl				c	c				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?

Sales Revenue						Number of Employees						
<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G

Having all stakeholders aligned

N	39	15	31	7	26	14	39	26	12	14	11	8	23
Mean	2.67	2.40	2.87	2.71	2.85	3.21	2.82	2.69	2.42	2.93	3.00	3.00	2.74
SD	1.56	1.72	1.41	1.25	1.43	1.85	1.54	1.62	1.31	1.59	1.73	0.76	1.66

Having the right talent

N	39	15	31	7	26	14	39	26	12	14	11	8	23
Mean	2.28	1.87	2.52	2.57	2.19	2.29	2.15	2.27	2.42	2.43	2.64	1.63	2.39
SD	1.17	0.74	1.23	1.40	1.30	0.99	1.16	1.12	1.38	1.16	1.29	0.92	1.16

Having the right data

N	39	15	31	7	26	14	39	26	12	14	11	8	23
Mean	3.62	3.80	3.19	3.86	3.96	3.29	3.64	3.19	3.83	3.36	3.64	4.25	3.61
SD	1.16	0.86	1.40	0.69	0.87	1.20	1.20	1.13	1.03	1.39	0.92	0.71	1.16
			e		cf	e		f				b	

Having the right operating model

N	39	15	31	7	26	14	39	26	12	14	11	8	23
Mean	2.82	3.40	2.71	2.14	2.12	2.57	3.00	2.88	2.67	2.57	2.00	1.75	2.57
SD	1.21	1.35	1.44	1.46	1.07	1.55	1.34	1.40	1.30	1.40	1.00	0.71	1.44
	e	E			aB		ef	f			a	ab	

Having the right technology

N	39	15	31	7	26	14	39	26	12	14	11	8	23
Mean	3.62	3.53	3.71	3.71	3.88	3.64	3.38	3.96	3.67	3.71	3.73	4.38	3.70
SD	1.48	1.30	1.37	1.70	1.21	1.08	1.41	1.28	1.56	1.33	1.49	1.06	1.18

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

Topic 2: Firm Growth Strategies

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

Primary Economic Sector				Internet Sales %		
B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C

Having all stakeholders aligned

N	48	41	23	21	48	48	33
Mean	3.02	2.54	2.91	2.57	2.83	2.58	2.91
SD	1.62	1.32	1.56	1.60	1.46	1.51	1.67

Having the right talent

N	48	41	23	21	48	48	33
Mean	2.48	2.34	1.87	2.14	2.02	2.60	2.21
SD	1.15	1.20	1.06	1.20	1.10	1.16	1.17
	c		a		b	a	

Having the right data

N	48	41	23	21	48	48	33
Mean	3.46	3.78	3.22	3.81	3.67	3.65	3.39
SD	1.11	1.21	1.04	1.17	1.06	1.12	1.30

Having the right operating model

N	48	41	23	21	48	48	33
Mean	2.75	2.56	2.65	2.71	2.92	2.44	2.67
SD	1.45	1.34	1.23	1.27	1.35	1.37	1.24

Having the right technology

N	48	41	23	21	48	48	33
Mean	3.29	3.78	4.35	3.76	3.56	3.73	3.82
SD	1.52	1.29	0.93	1.09	1.46	1.35	1.16
	C		A				

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Percent	40	16	31	9	28	16	40	27	11	16	11	10	26
	91.41	83.51	84.42	89.33	85.54	90.54	92.14	81.13	81.92	94.38	89.69	83.50	85.34
	13.71	19.11	20.62	13.24	19.71	16.58	12.56	19.53	24.15	9.64	18.85	17.00	20.48
							B	Ad		bf		d	

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Percent	55	43	23	20	52	51	35
	79.83	92.70	91.70	92.08	87.75	87.85	86.26
	19.79	14.34	13.68	14.86	17.52	18.04	17.84
	Bcd	A	a	a			

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

Topic 2: Firm Growth Strategies

What percent of your marketing budget does your company spend targeting the market in China?

Number Mean SD	Total	Industry Sector												
		Banking	Finance	Communi-	Consumer					Mining		Tech		
		Insurance	cations	Packaged	Consumer	Education	Energy	Healthcare	Manufac-	Construct-	Service	Retail	Software	Transportation
		RealEstate	Media	Goods	Services			Pharm	turing	ion	Consulting	Wholesale	Biotech	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
What do you predict	130	8	10	11	6	2	1	16	14	3	20	12	20	7
it will be 3 years	4.20	0.00	1.20	1.64	4.17	0.00	0.00	5.44	5.43	13.33	3.00	3.75	8.90	0.71
from now?	8.92	0.00	3.16	3.23	6.65	0.00	---	9.92	8.08	12.58	5.86	8.82	15.33	1.89
			i	i						bcjm	i			i
Current?	136	8	10	12	7	2	1	16	17	3	20	13	20	7
	2.05	0.00	0.70	0.58	1.43	0.00	0.00	2.00	2.18	6.67	2.05	0.38	5.72	0.71
	6.72	0.00	1.64	1.08	3.78	0.00	---	4.40	6.02	11.55	4.08	1.39	14.50	1.89
										k		i		
What was this	132	8	10	12	6	2	1	16	15	3	20	12	20	7
percentage 3 years	1.67	0.00	0.50	1.42	0.00	0.00	0.00	1.19	3.13	5.00	0.80	0.83	4.20	1.14
ago?	5.45	0.00	1.58	2.61	0.00	0.00	---	2.01	7.13	8.66	1.82	2.89	11.18	3.02
										j	i			

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

Topic 2: Firm Growth Strategies

What percent of your marketing budget does your company spend targeting the market in China?

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
What do you predict it will be 3 years from now?	39 3.00 7.21	16 5.00 9.62	30 2.97 6.24	8 3.75 5.82	27 6.07 11.19	10 6.60 14.92	39 2.87 7.04	25 4.20 8.59	11 5.00 8.01	16 1.63 4.00	11 2.73 7.54	9 6.44 6.11	19 8.42 15.40
Current?	40 0.75 3.96	16 2.00 4.40	31 1.17 2.99	9 2.00 3.50	28 3.71 10.11	12 4.83 12.81	40 0.70 3.96	27 1.52 3.47	11 2.03 4.56	16 0.69 1.70	11 2.09 6.01	10 3.20 4.73	21 5.76 14.04
What was this percentage 3 years ago?	39 1.05 4.16	16 0.63 1.71	31 0.71 2.13	8 0.50 0.93	28 3.43 8.83	10 4.80 8.72	39 0.92 4.11	27 1.22 2.67	11 0.55 1.51	16 0.38 1.26	11 1.73 4.47	9 2.67 2.83	19 5.11 11.67

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

Topic 2: Firm Growth Strategies

What percent of your marketing budget does your company spend targeting the market in China?

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
What do you predict it will be 3 years from now?	50 6.62 12.05	42 2.98 6.31	19 3.05 6.27	19 1.68 4.08	51 3.12 7.10	45 4.67 9.54	33 5.36 10.62
Current?	54 3.26 9.51	42 1.81 4.91	20 0.45 1.23	20 0.85 2.46	52 0.85 2.81	48 2.52 7.80	34 3.32 9.01
What was this percentage 3 years ago?	52 2.88 7.61	42 1.02 4.02	19 0.79 1.87	19 0.68 2.11	52 0.52 1.38	46 2.78 7.38	33 2.00 6.15

b

a

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

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic?

Number Mean SD	Total	Industry Sector												
		Banking Finance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Domestic sales	141	8	10	12	7	2	1	17	18	3	20	14	22	7
percent	84.35	98.75	90.16	84.47	99.29	85.00	100.00	81.95	78.37	78.86	82.08	96.07	70.81	91.14
	20.11	1.91	19.76	17.30	1.89	21.21	---	23.12	16.40	36.61	21.91	7.38	23.83	10.84
		cHjL	1	adk	cHL			k	ADK		ak	cgHjL	AbDKm	1

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

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic?

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Domestic sales percent	39 90.09 14.42 e	16 81.95 22.63	32 82.55 19.95	9 82.84 21.57	28 79.05 25.06 a	16 86.72 19.31	39 91.96 13.85 BCFG	27 81.06 17.78 Ad	12 73.85 26.74 Ad	16 92.81 12.24 bcfg	11 88.24 20.19	10 73.86 23.99 Ad	26 78.36 24.08 Ad

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

Topic 2: Firm Growth Strategies

What percentage of your firm's sales is domestic?

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Domestic sales percent	54 76.52 21.58	44 88.35 17.81	23 85.05 21.94	20 95.85 7.31	51 85.61 19.86	51 83.52 20.37	35 83.78 21.02
	BD	A	d	Ac			

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Total	Industry Sector													
		Banking Finance Insurance RealEstate	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Internet sales percent	246	20	20	20	11	7	4	33	22	5	34	21	38	11	
	13.51	17.37	19.37	7.30	24.25	36.37	5.00	5.21	9.13	1.00	11.75	10.61	17.76	20.53	
	21.70	26.92	24.04	9.35	29.77	28.97	7.07	13.33	18.12	2.24	21.01	16.18	25.63	25.11	
		g	cG	bdEm	cG	CGHijK		aBDElm	E	e	e	E	g	cg	

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Internet sales percent	71	32	44	16	46	36	72	42	16	30	18	15	52
	14.86	13.32	16.72	12.61	6.43	16.88	16.67	9.67	10.24	18.40	7.54	9.60	13.57
	23.48	24.45	23.95	22.42	13.49	20.29	24.60	20.47	18.44	25.89	16.43	20.02	18.48
	e		e		acF	E							

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

Topic 2: Firm Growth Strategies

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Internet sales percent	90	75	42	39	102	77	67
	12.13	11.51	18.07	15.60	0.00	5.16	43.66
	20.14	21.09	23.67	24.03	0.00	3.40	21.19
						C	B

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insurance RealEstate	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent of budget	133	8	10	9	6	3	1	18	13	3	21	14	21	6
	11.32	16.21	8.76	18.11	10.67	12.67	5.00	10.44	4.12	1.83	11.71	12.29	13.38	11.97
	10.86	13.58	11.89	13.39	6.44	6.81	---	7.82	4.38	1.26	13.85	11.73	9.98	11.07
		H		H	h	h		h	ACdegkL m		h	H	H	h

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

Topic 3: Marketing Spending

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Percent of budget	44	15	25	8	25	15	43	25	9	12	9	10	25
	14.37	14.18	8.99	14.59	7.02	8.23	14.77	12.19	12.85	10.22	5.29	10.00	7.18
	10.67	12.25	10.02	14.35	8.97	9.91	10.86	11.57	13.17	11.16	5.93	11.93	8.55
	cE	e	a		Ab		eG				a		A

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Percent of budget	52	43	19	19	48	47	36
	10.43	9.91	20.03	8.21	8.36	9.43	17.77
	9.60	11.03	13.55	6.31	8.49	10.05	12.28
	C	C	ABD	C	C	C	AB

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector													
		Banking	Finance	Communi-	Consumer						Mining			Tech	
		Insurance	cations	Packaged	Consumer	Education	Energy	Healthcare	Manufac-	Construct-	Service	Retail	Software	Transporta-	
		RealEstate	Media	Goods	Services			Pharm	turing	ion	Consulting	Wholesale	Biotech	tation	
	A	B	C	D	E	F	G	H	I	J	K	L	M		
Percent of revenues	141	8	10	11	6	3	1	16	15	3	23	16	22	7	
	8.56	15.86	13.69	7.73	6.00	7.01	0.10	6.09	5.06	1.10	8.31	7.49	13.10	3.59	
	12.19	17.83	13.69	6.36	4.52	8.17	---	9.16	11.49	0.85	13.46	10.82	16.11	2.84	

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

Topic 3: Marketing Spending

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Percent of revenues	41	16	30	8	29	17	40	26	11	15	11	11	27
	15.25	5.81	8.88	5.00	2.90	5.78	14.68	9.15	10.34	6.38	2.05	3.18	4.25
	16.31	6.30	11.49	6.55	4.36	10.58	15.60	12.82	8.95	10.18	2.90	1.99	8.62
	bEf	a	e		Ac	a	efG		Ef		aC	ac	A

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Percent of revenues	52	46	24	19	50	49	40
	9.02	7.85	11.86	4.84	4.78	5.86	16.98
	12.99	13.11	12.44	4.44	7.36	8.79	16.34
			d	c	C	C	AB

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insurance RealEstate	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent change in overall marketing spending in prior 12 months	149 5.82 15.74	8 6.50 17.39	10 8.41 21.15	11 -0.33 25.01	8 -0.19 6.00	3 6.67 11.55	1 -2.00 ---	18 8.98 18.33	17 -0.41 7.59	3 13.03 31.63	23 3.91 8.88	16 8.01 13.96	24 9.72 16.03	7 10.44 18.54

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

Topic 3: Marketing Spending

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Percent change in overall marketing spending in prior 12 months	44 7.24 16.58	17 8.41 10.87	31 6.32 17.50	9 2.44 12.69	29 1.68 14.86	18 8.84 16.60	44 5.89 16.55	27 3.38 17.51	11 12.74 16.81	17 8.42 17.31	12 3.00 10.82	10 3.20 7.39	28 5.90 15.60

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Percent change in overall marketing spending in prior 12 months	57 3.98 15.42	47 6.21 13.63	24 12.39 20.00	21 2.41 14.43	54 6.08 15.37	51 2.91 13.90	41 9.91 17.81
	c		a			c	b

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insurance RealEstate	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Percent change in overall marketing spending in next 12 months	143 7.63 13.00	8 13.13 8.43 ehi	9 8.78 10.29	12 2.66 22.26	7 8.21 7.18 i	3 0.67 4.04	1 -2.00 ---	17 12.09 13.00 h	16 2.63 10.53 agl	3 -3.33 5.77 ad	21 6.71 11.41	15 5.82 11.48	24 10.86 13.70 h	7 13.04 14.36

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

Topic 3: Marketing Spending

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Percent change in overall marketing spending in next 12 months	40 10.39 16.13	16 9.25 9.11	31 7.03 13.93	9 3.89 7.41	30 4.14 9.68	17 8.84 13.11	40 9.15 13.68	26 10.10 16.05	11 5.55 14.62	17 8.66 12.62	12 5.00 10.66	11 4.73 6.65	26 5.47 11.41

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Percent change in overall marketing spending in next 12 months	56 6.87 13.70	46 7.85 11.92	23 8.41 15.05	18 8.43 11.43	51 9.87 13.19	51 4.36 11.94	39 9.01 13.83
					b	a	

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

Topic 3: Marketing Spending

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

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Direct expenses of marketing activities	142 92.8%	7 87.5%	10 90.9%	10 83.3%	8 100.0%	3 100.0%	1 100.0%	19 100.0%	18 90.0%	3 100.0%	19 90.5%	15 93.8%	23 95.8%	6 85.7%
Social media marketing	133 86.9%	7 87.5%	9 81.8%	11 91.7%	8 100.0%	3 100.0%	1 100.0%	17 89.5%	16 80.0%	3 100.0%	15 71.4%	14 87.5%	22 91.7%	7 100.0%
Brand-related expenses	123 80.4%	7 87.5%	11 100.0% hk	10 83.3%	7 87.5%	3 100.0%	1 100.0%	15 78.9%	13 65.0% b	3 100.0%	18 85.7%	10 62.5% b	20 83.3%	5 71.4%
Marketing employees	121 79.1%	6 75.0%	8 72.7%	6 50.0% gjl	6 75.0%	3 100.0%	1 100.0%	17 89.5% c	15 75.0%	3 100.0%	18 85.7% c	11 68.8%	21 87.5% c	6 85.7%
Marketing analytics	111 72.5%	3 37.5%	9 81.8%	9 75.0%	7 87.5%	3 100.0%	1 100.0%	12 63.2%	15 75.0%	3 100.0%	14 66.7%	12 75.0%	18 75.0%	5 71.4%
Marketing research	107 69.9%	5 62.5%	9 81.8%	10 83.3%	5 62.5%	2 66.7%	1 100.0%	13 68.4%	15 75.0%	2 66.7%	12 57.1%	10 62.5%	19 79.2%	4 57.1%
Other overhead costs associated with marketing	100 65.4%	4 50.0% 1	8 72.7%	7 58.3%	4 50.0% 1	2 66.7%	0 0.0% 1	15 78.9% h	9 45.0% gL	3 100.0%	13 61.9%	10 62.5%	21 87.5% adfH	4 57.1%
Customer experience expenses	90 58.8%	5 62.5%	7 63.6%	6 50.0%	6 75.0%	0 0.0% g	1 100.0%	14 73.7% e	10 50.0%	2 66.7%	12 57.1%	10 62.5%	14 58.3%	3 42.9%

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

Topic 3: Marketing Spending

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

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Mobile marketing tools	86 56.2%	7 87.5% bj	4 36.4% a	8 66.7%	5 62.5%	2 66.7%	1 100.0%	12 63.2%	10 50.0%	3 100.0%	8 38.1% a	9 56.3%	13 54.2%	4 57.1%
Marketing training	83 54.2%	4 50.0%	4 36.4%	3 25.0% dil	6 75.0% c	1 33.3%	1 100.0%	11 57.9%	9 45.0%	3 100.0% c	12 57.1%	9 56.3%	16 66.7% c	4 57.1%
Sales support tools	62 40.5%	2 25.0%	4 36.4%	4 33.3%	5 62.5%	0 0.0%	0 0.0%	8 42.1%	10 50.0%	2 66.7%	10 47.6%	5 31.3%	9 37.5%	3 42.9%
Sales employees	21 13.7%	3 37.5% c	2 18.2%	0 0.0% a	2 25.0%	0 0.0%	0 0.0%	2 10.5%	4 20.0%	0 0.0%	3 14.3%	2 12.5%	3 12.5%	0 0.0%

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

Topic 3: Marketing Spending

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

	Total	Sales Revenue						Number of Employees						
		<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Direct expenses of marketing activities	142 92.8%	36 87.8%	15 88.2%	33 97.1%	9 100.0%	31 96.9%	17 94.4%	35 85.4%	26 89.7%	12 92.3%	17 100.0%	12 100.0%	11 100.0%	29 96.7%
Social media marketing	133 86.9%	29 70.7% cef	15 88.2%	32 94.1% a	9 100.0%	29 90.6% a	17 94.4% a	28 68.3% bcdef	27 93.1% a	13 100.0% a	16 94.1% a	12 100.0% a	11 100.0% a	26 86.7%
Brand-related expenses	123 80.4%	26 63.4% bce	16 94.1% a	30 88.2% a	6 66.7%	28 87.5% a	15 83.3%	25 61.0% bCdG	25 86.2% a	13 100.0% A	16 94.1% a	9 75.0%	9 81.8%	26 86.7% a
Marketing employees	121 79.1%	29 70.7% e	13 76.5%	25 73.5%	8 88.9%	29 90.6% a	15 83.3%	27 65.9% e	21 72.4% e	12 92.3%	14 82.4%	12 100.0% ab	9 81.8%	26 86.7%
Marketing analytics	111 72.5%	22 53.7% Cf	12 70.6%	29 85.3% A	6 66.7%	24 75.0%	16 88.9% a	22 53.7% Cg	20 69.0% c	13 100.0% Abd	12 70.6% c	10 83.3%	9 81.8%	25 83.3% a
Marketing research	107 69.9%	24 58.5% F	11 64.7% f	24 70.6%	4 44.4% F	25 78.1%	17 94.4% AbD	20 48.8% cG	21 72.4% g	11 84.6% a	12 70.6% g	9 75.0%	6 54.5% G	28 93.3% AbdF
Other overhead costs associated with marketing	100 65.4%	19 46.3% def	10 58.8%	23 67.6%	8 88.9% a	24 75.0% a	14 77.8% a	16 39.0% bcdEG	20 69.0% a	10 76.9% a	13 76.5% a	10 83.3% A	7 63.6%	24 80.0% A
Customer experience expenses	90 58.8%	25 61.0%	11 64.7%	17 50.0%	6 66.7%	20 62.5%	9 50.0%	26 63.4% d	18 62.1% d	10 76.9% d	5 29.4% abcfg	5 41.7%	8 72.7% d	18 60.0% d

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

Topic 3: Marketing Spending

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

	Total	Sales Revenue						Number of Employees						
		<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
		A	B	C	D	E	F	A	B	C	D	E	F	G
Mobile marketing tools	86 56.2%	17 41.5% f	7 41.2%	20 58.8%	7 77.8%	20 62.5%	13 72.2% a	18 43.9% c	14 48.3%	10 76.9% a	12 70.6%	8 66.7%	6 54.5%	18 60.0%
Marketing training	83 54.2%	12 29.3% bcEF	10 58.8% a	19 55.9% a	5 55.6%	21 65.6% A	14 77.8% A	14 34.1% CdeG	12 41.4% cg	11 84.6% Ab	11 64.7% a	8 66.7% a	6 54.5%	21 70.0% Ab
Sales support tools	62 40.5%	18 43.9% b	13 76.5% acdEF	14 41.2% b	3 33.3% b	9 28.1% B	4 22.2% B	19 46.3%	17 58.6% G	7 53.8%	5 29.4%	4 33.3%	3 27.3%	7 23.3% B
Sales employees	21 13.7%	12 29.3% cEf	5 29.4% cef	2 5.9% ab	1 11.1%	1 3.1% Ab	0 0.0% ab	15 36.6% bdefG	3 10.3% a	1 7.7%	1 5.9% a	0 0.0% a	0 0.0% a	1 3.3% A

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Direct expenses of marketing activities	55 93.2%	43 91.5%	24 92.3%	19 95.0%	50 90.9%	50 94.3%	36 92.3%
Social media marketing	50 84.7% c	37 78.7% c	26 100.0% ab	19 95.0%	45 81.8%	45 84.9%	37 94.9%
Brand-related expenses	47 79.7%	38 80.9%	18 69.2% d	19 95.0% c	44 80.0%	42 79.2%	33 84.6%
Marketing employees	50 84.7%	37 78.7%	18 69.2%	15 75.0%	41 74.5%	45 84.9%	30 76.9%
Marketing analytics	39 66.1%	32 68.1%	22 84.6%	17 85.0%	34 61.8% c	38 71.7%	33 84.6% a
Marketing research	43 72.9%	28 59.6% c	23 88.5% bd	12 60.0% c	34 61.8%	40 75.5%	27 69.2%
Other overhead costs associated with marketing	38 64.4%	29 61.7%	21 80.8%	11 55.0%	35 63.6%	34 64.2%	26 66.7%
Customer experience expenses	35 59.3%	25 53.2%	16 61.5%	13 65.0%	33 60.0%	33 62.3%	21 53.8%

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

Topic 3: Marketing Spending

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

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Mobile marketing tools	32 54.2%	23 48.9%	17 65.4%	13 65.0%	28 50.9%	28 52.8%	26 66.7%
Marketing training	27 45.8%	28 59.6%	16 61.5%	11 55.0%	26 47.3%	28 52.8%	26 66.7%
Sales support tools	27 45.8%	23 48.9%	5 19.2%	7 35.0%	24 43.6%	21 39.6%	16 41.0%
Sales employees	11 18.6%	7 14.9%	1 3.8%	2 10.0%	8 14.5%	6 11.3%	7 17.9%

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector													
		Banking	Finance	Communi-	Consumer					Mining		Tech			
		Insurance	RealEstate	cations	Packaged	Consumer	Education	Energy	Healthcare	Manufac-	Construct-	Service	Retail	Software	Transpor-
		A	B	Media	Goods	Services	E	F	Pharm	turing	ion	Consulting	Wholesale	Biotech	tation
Digital marketing spending	135 13.02 15.39	8 15.63 10.16	9 9.22 12.71	11 15.86 22.51	6 6.83 4.31	3 4.00 9.64	1 0.00 ---	15 17.51 15.50	15 8.80 10.32	3 3.33 5.77	19 10.61 16.61	15 16.60 16.28	23 15.57 17.59	7 15.57 16.80	
Customer relationship management	132 8.98 13.93	8 7.50 3.78	9 11.53 17.10	9 4.11 9.85	7 16.97 23.46 j	3 4.00 6.93	1 20.00 ---	15 16.24 20.37 j	15 5.67 8.58	3 3.33 15.28	18 4.00 5.24 dg	15 10.67 13.74	22 9.52 13.12	7 7.68 19.46	
Brand building	135 7.07 13.62	8 3.75 5.18	9 3.77 14.11	10 8.79 19.00	6 3.50 8.09	3 3.33 5.77	1 -10.00 ---	16 13.68 16.29 j	15 4.80 7.83	3 0.00 10.00	19 3.36 13.01 g	15 9.92 17.32	23 9.26 12.31	7 9.41 16.93	
New product introductions	130 6.14 9.82	8 5.00 7.07	7 4.99 14.16	9 6.89 9.85	6 4.17 8.01	3 0.00 0.00	1 10.00 ---	16 10.62 12.92 j	15 6.73 9.67	3 -1.67 7.64	17 2.35 6.09 gl	15 3.33 6.99	23 8.61 9.79 j	7 10.28 14.00	
New service introductions	131 3.66 6.62	8 5.00 7.56	9 6.01 10.72	9 0.22 0.67 G	6 5.92 8.21	3 0.00 0.00	1 0.00 ---	15 8.37 8.22 ChL	14 1.57 4.45 g	3 1.67 2.89	19 4.37 6.64	15 3.67 7.19	22 1.51 4.32 G	7 3.43 4.72	
Traditional advertising spending	133 -0.43 12.54	8 -1.41 21.80	8 -3.25 9.11	11 -2.63 15.97	6 5.50 9.03 k	3 0.00 0.00	1 -5.00 ---	15 2.74 14.27	15 1.80 15.12	3 -10.00 10.00 l	18 -0.83 11.72	15 -5.75 10.92 dl	23 1.74 8.48 ik	7 0.57 10.52	

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Topic 3: Marketing Spending

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
	A	B	C	D	E	F	A	B	C	D	E	F	G
Digital marketing spending	34 13.38 15.15	17 13.98 14.67	31 11.71 17.78	8 13.13 18.11	29 12.70 15.47	16 14.31 11.88	34 13.50 15.11	27 12.93 16.72	11 15.47 21.47	17 8.53 9.86	12 16.50 21.31	10 13.76 16.16	24 12.46 11.07
Customer relationship management	34 10.66 15.69	17 14.10 17.19	28 8.19 14.77	8 2.50 8.45	29 8.75 12.41	16 5.00 6.77	35 10.14 14.08	27 13.01 18.38	10 7.45 12.16	15 7.40 13.06	11 5.62 17.27	10 8.50 9.73	24 6.13 7.96
Brand building	35 8.83 10.75 e	17 9.69 15.01	30 5.60 14.76	8 10.24 17.06	29 3.03 12.18 a	16 8.99 16.14	36 8.33 10.77	27 7.62 14.22	10 12.19 18.31	17 3.06 10.54	11 6.54 15.83	10 3.88 19.16	24 6.87 13.54
New product introductions	34 7.08 9.46	16 9.50 11.81	27 4.93 8.66	8 2.13 11.29	29 5.75 11.42	16 5.50 5.88	35 6.60 9.37	25 8.76 10.60 d	10 6.00 10.49	15 1.73 6.16 b	11 7.36 13.91	10 5.99 15.07	24 5.04 5.71
New service introductions	33 4.11 6.56	17 5.68 7.52	28 3.65 7.13	8 0.88 5.64	29 3.28 7.10	16 2.69 4.03	34 4.28 6.77	26 4.48 7.16	10 4.55 7.74	15 1.73 3.06	12 5.21 8.53	10 1.33 8.53	24 2.92 5.04
Traditional advertising spending	35 0.24 13.75	16 5.82 11.01 cE	29 -2.51 12.35 b	8 0.00 9.26	29 -3.93 11.68 B	16 1.75 13.25	35 -0.47 13.50	26 2.23 12.90 c	11 -8.64 8.97 bD	16 5.82 13.93 Cf	11 -2.27 9.84	10 -5.60 7.83 d	24 -0.67 12.02

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Digital marketing spending	53 13.42 17.90	42 13.09 15.49	22 14.32 13.22	18 10.11 8.94	47 15.02 16.39	51 9.63 14.76	35 14.43 13.51
Customer relationship management	51 9.25 14.36	42 8.30 13.72	20 9.35 13.02	19 9.36 15.16	46 11.13 16.46	49 7.95 12.59	35 6.06 9.54
Brand building	53 8.95 15.22	43 4.95 10.80	21 8.33 12.90	18 5.16 15.53	48 7.93 14.18	50 4.82 12.71	35 8.19 12.72
New product introductions	53 7.26 10.06	41 6.17 9.78	20 6.00 10.34	16 2.50 8.38	46 6.82 11.37	48 3.88 8.53	34 7.76 7.86
						c	b
New service introductions	51 2.21 5.72 b	42 5.29 6.48 a	20 2.50 6.39	18 5.26 8.64	44 4.26 6.98	50 2.85 6.14	35 3.99 6.96
Traditional advertising spending	52 3.73 12.05 bC	42 -1.33 9.19 a	22 -6.37 13.23 A	17 -3.25 16.55	47 -1.09 14.64	49 -0.71 9.30	35 0.82 14.00

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Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
% Developing new marketing knowledge and capabilities	118 8.44 11.42	7 7.14 9.06	9 7.22 7.12 d	11 7.21 12.25 bgjl	7 22.44 19.18	2 0.00 0.00	1 10.00 ---	12 7.83 10.09 d	12 11.03 14.09	3 8.33 2.89	16 6.63 9.01 d	13 8.64 11.81	19 6.28 11.45 d	6 7.50 7.58
% Marketing consulting services	118 5.93 10.49	7 12.65 13.02 cgk	9 5.78 9.51	11 1.09 5.84 adlm	7 11.94 14.23 cgk	2 5.00 7.07	1 -10.00 ---	13 2.38 5.56 adm	11 5.00 10.00	3 1.67 7.64	15 6.57 13.06	13 1.92 3.84 adlm	20 8.75 11.35 ck	6 12.26 14.90 cgk
% Marketing research and intelligence	120 6.90 10.25	7 10.00 15.00	9 5.33 6.87	11 5.64 6.74	7 13.90 18.97	2 15.00 21.21	1 10.00 ---	12 5.25 7.53	12 5.83 7.33	3 8.33 2.89	16 4.45 10.39	13 5.00 6.77	21 7.86 10.33	6 8.52 16.47
% Marketing training	119 3.30 6.57	7 3.81 10.49	9 1.33 3.32	11 3.64 6.36	7 2.38 11.35	2 5.00 7.07	1 10.00 ---	12 0.17 2.21 Ijl	14 3.98 8.66	3 6.67 5.77 G	15 5.53 8.00 g	13 2.31 3.30	19 3.26 4.32 g	6 4.17 8.01

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

Topic 3: Marketing Spending

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

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	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
% Developing new marketing knowledge and capabilities	29 7.80 13.64	14 13.65 17.17	26 6.40 10.10	8 6.00 11.63	28 7.68 6.97	13 11.46 7.76	30 9.28 14.30	23 9.74 14.89	10 5.40 6.90	13 8.85 12.10	11 8.00 8.54	9 8.00 6.40	22 7.45 6.97
% Marketing research and intelligence	30 8.24 11.77	14 4.87 10.88	26 5.31 7.22	8 1.88 5.94	28 7.11 8.53	14 11.45 14.57	31 7.23 11.59	23 5.75 8.60	10 6.00 8.43	13 3.85 4.16	11 9.65 12.42	9 3.67 4.24	23 9.66 13.14
% Marketing consulting services	30 6.85 10.68	14 10.04 11.20	25 6.26 11.65	8 1.25 6.41	28 5.09 10.78	13 3.38 7.73	31 8.20 11.13	22 7.23 10.70	10 4.46 12.97	13 6.54 11.97	11 5.32 13.69	9 1.56 2.65	22 3.82 7.22
% Marketing training	29 4.19 7.90	14 2.07 6.64	27 4.40 7.19	8 -0.63 4.17	28 2.93 4.71	13 3.62 6.51	30 3.85 7.85	24 4.03 7.39	10 1.70 3.33	13 4.38 7.24	11 1.36 5.52	9 4.11 5.33	22 2.50 5.65

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Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
% Developing new marketing knowledge and capabilities	42 7.72 12.49	38 8.88 9.93	19 4.84 5.57 d	19 12.74 14.95 c	39 10.05 13.04 b	47 5.40 6.76 ac	30 10.65 14.23 b
% Marketing research and intelligence	43 6.45 9.73	38 4.98 7.93	20 8.15 9.34	19 10.44 15.15	40 4.90 8.99 c	47 5.15 7.47 C	31 11.76 13.75 aB
% Marketing consulting services	43 5.51 8.99	37 5.49 11.99	19 2.47 5.07 d	19 11.16 13.08 c	40 5.78 11.54	46 4.37 9.36	30 7.62 9.18
% Marketing training	44 3.51 6.65	37 4.19 6.69	19 2.63 3.86	19 1.77 8.27	40 4.11 8.06	47 2.38 4.06	30 3.72 7.70

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

Topic 3: Marketing Spending

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

Number Mean SD	Total	Industry Sector													
		Banking	Finance	Communi-	Consumer					Mining		Tech			
		Insurance	cations	Packaged	Consumer	Education	Energy	Healthcare	Manufac-	Construct-	Service	Retail	Software	Transpor-	
		RealEstate	Media	Goods	Services			Pharm	turing	ion	Consulting	Wholesale	Biotech	tation	
	A	B	C	D	E	F	G	H	I	J	K	L	M		
Percent of your marketing budget	122	7	9	11	7	2	1	14	13	3	17	13	20	5	
	4.70	6.20	4.00	2.64	3.14	0.50	3.00	4.39	3.00	8.33	5.82	7.40	4.44	5.88	
	4.25	5.34	3.04	3.72	3.44	0.71	---	3.99	3.56	2.89	3.21	5.13	4.56	6.32	
			ijk			ij			ijk	ceh	ceh	ch			

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

Topic 3: Marketing Spending

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Percent of your marketing budget	31 6.57 5.01 ce	15 4.83 4.47	28 3.73 3.57 a	8 2.93 4.93	27 3.72 3.39 a	13 5.31 3.57	32 6.39 4.89 cg	25 4.43 4.57	11 3.09 2.95 a	13 4.95 4.53	10 4.84 4.31	9 3.22 1.92	22 3.73 3.48 a

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

Topic 3: Marketing Spending

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Percent of your marketing budget	47	38	18	19	45	46	30
	5.00	4.97	3.61	4.44	4.76	4.37	4.93
	5.07	3.20	4.24	4.04	4.33	4.02	4.56

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

Topic 3: Marketing Spending

What percent of your marketing budget do you spend on initiatives related to customer experience?

Number Mean SD	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
What do you predict it will be 3 years from now?	135	8	8	10	7	3	1	17	16	3	20	13	23	6
	20.63	35.63	17.63	21.10	14.86	5.67	60.00	21.00	22.19	36.67	18.92	22.23	16.87	15.00
	21.94	34.58	17.15	23.33	11.26	8.14	---	18.99	27.62	34.03	16.90	25.21	20.02	15.17
Current	137	8	8	10	7	3	1	17	18	3	20	13	23	6
	15.24	28.75	9.88	15.60	6.43	2.33	40.00	16.65	19.33	30.00	14.95	14.23	9.83	16.67
	20.30	37.39	8.72	19.70	5.56	2.52	---	16.20	28.74	26.46	15.60	17.98	18.03	18.35
What was this percentage 3 years ago?	135	8	8	10	7	3	1	16	17	3	20	13	23	6
	8.93	21.88	9.63	8.80	5.57	0.67	20.00	5.31	14.94	3.33	8.85	5.54	6.26	10.50
	16.43	35.55	13.30	16.52	4.54	1.15	---	7.01	27.34	5.77	9.82	9.96	13.83	10.27

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

Topic 3: Marketing Spending

What percent of your marketing budget do you spend on initiatives related to customer experience?

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
What do you predict it will be 3 years from now?	40 23.75 22.47	16 20.63 23.80	29 15.74 19.72	7 25.71 20.09	29 23.59 25.93	14 13.21 12.15	40 24.48 24.20	26 24.54 24.88	10 10.10 8.37	16 13.78 19.09	10 25.50 16.57	10 24.80 28.45	23 14.96 16.99
Current	41 17.10 20.16	16 14.94 25.81	30 11.97 19.42	7 22.86 18.22	29 17.17 21.48	14 9.36 13.78	41 19.20 23.71	27 16.44 22.19	10 6.60 6.59	16 9.69 16.56	10 20.00 15.63	10 19.90 26.19	23 10.30 14.96
What was this percentage 3 years ago?	39 9.97 15.08	16 9.00 24.59	30 9.03 19.32	7 15.71 16.94	29 7.83 13.07	14 4.64 6.06	39 11.82 20.64	27 11.63 20.33	10 1.40 3.10	16 3.56 5.25	10 11.00 15.42	10 13.40 20.45	23 5.04 5.61

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

Topic 3: Marketing Spending

What percent of your marketing budget do you spend on initiatives related to customer experience?

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
What do you predict it will be 3 years from now?	55 19.55 20.47	42 24.39 24.41	19 15.74 19.47	19 20.37 23.01	49 25.72 26.96	49 18.57 19.42	36 16.89 16.35
Current	57 14.39 20.03	42 18.57 22.73	19 11.21 13.65	19 14.47 21.34	50 17.96 25.05	50 15.10 18.46	36 11.94 14.83
What was this percentage 3 years ago?	55 8.07 17.56	42 11.40 18.91	19 4.95 8.48	19 9.95 12.83	49 10.22 21.82	49 8.20 11.78	36 8.36 13.63

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

Topic 4: Firm Performance

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

Number Mean SD	Total	Industry Sector												
		Banking	Communi-	Consumer					Mining		Tech			
		Finance	cations	Packaged	Consumer	Education	Energy	Healthcare	Manufac-	Construct-	Service	Retail	Software	Transportation
		Insurance	Media	Goods	Services			Pharm	turing	ion	Consulting	Wholesale	Biotech	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Sales revenue	127 4.36 5.25	7 1.57 6.37 g	8 0.25 6.27 Ghl	12 3.92 3.40 eg	7 4.00 2.52 eg	2 -2.00 4.24 cdGh	1 10.00 ---	14 7.36 3.05 aBcdEK	16 4.69 4.03 be	3 6.67 2.89	15 4.47 6.49	14 2.21 5.83 G	22 5.77 5.74 b	6 6.17 4.26
Profits	126 3.83 5.21	7 2.00 6.22	8 1.25 7.44	12 2.33 4.21	7 4.71 3.20	2 3.00 0.00	1 1.00 ---	14 5.29 4.39	15 4.47 5.53	3 4.00 6.56	15 3.87 5.78	14 3.93 4.27	22 4.41 6.24	6 4.50 3.56
Customer acquisition	120 3.80 4.67	7 3.43 3.60	8 1.38 7.89	11 4.82 4.35	6 2.50 2.17	2 2.50 3.54	1 10.00 ---	14 4.43 4.62	16 3.25 2.84	3 5.00 5.00	14 3.71 4.81	13 3.92 5.36	20 4.10 5.30	5 4.80 4.87
Marketing ROI	119 3.59 4.21	7 3.29 5.53	8 2.63 4.03	11 4.36 3.32	7 4.43 3.05	2 4.00 4.24	1 -3.00 ---	13 5.92 4.29 kl	13 3.62 4.07	3 3.67 1.15	14 5.07 3.29 kl	14 1.79 3.87 gj	20 1.95 4.94 gj	6 4.83 4.71
Market share	126 3.37 4.08	7 2.43 3.60 m	9 2.67 4.77	12 3.17 3.46	7 3.00 3.06	2 1.00 5.66	1 3.00 ---	14 5.29 4.87	16 3.25 2.72 m	3 4.00 5.20	15 2.20 3.45 m	14 1.79 5.01 m	20 4.15 4.33	6 6.83 3.54 ahjk
Brand value	117 3.09 4.30	7 5.86 4.14 bh	8 -1.50 5.58 acdgjkl	11 4.18 3.66 b	6 4.00 1.10 b	2 0.00 0.00	1 5.00 ---	14 4.36 5.34 b	13 2.23 2.98 a	3 5.00 5.00	14 3.07 3.73 b	13 2.77 3.49 b	20 3.10 4.64 b	5 2.20 5.26
Customer retention	118 2.31 4.47	7 0.86 3.02	7 0.00 5.77	11 2.27 6.23	6 2.83 2.04	2 5.00 7.07	1 3.00 ---	14 2.79 3.12	15 2.93 4.04	3 5.33 4.51	14 2.21 4.46	13 2.46 4.99	19 1.79 5.02	6 2.50 4.59

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

Topic 4: Firm Performance

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Sales revenue	33 2.67 6.24 b	14 7.07 2.62 acD	27 3.44 6.30 b	9 3.56 2.70 B	28 5.25 4.73	15 5.87 3.31	34 3.35 6.22	24 4.13 6.01	11 1.36 6.19 efg	11 5.18 4.73	11 5.82 2.96 c	10 6.60 3.31 c	26 5.35 3.67 c
Profits	33 2.91 5.71	14 4.36 5.02	26 2.54 6.03	9 4.89 3.30	28 4.64 4.87	15 5.20 4.14	34 3.09 5.96	23 2.04 5.36 fg	11 3.36 7.24	11 3.64 4.54	11 5.36 4.32	10 7.00 3.06 b	26 4.77 3.68 b
Customer acquisition	32 3.94 4.91	14 4.29 4.63	25 3.00 5.12	8 2.13 1.96	27 3.59 4.46	13 5.69 4.97	34 3.53 4.85	24 4.04 5.34	8 3.38 4.41	11 3.64 4.65	10 3.10 3.03	9 3.22 5.59	24 4.67 4.41
Marketing ROI	31 2.74 4.44 f	14 2.64 5.34	23 4.30 3.44	9 2.22 2.28 f	27 3.52 4.07	14 5.79 4.10 ad	33 3.00 4.85	22 1.18 4.00 CFG	8 5.75 2.96 B	11 3.64 3.01	10 3.90 3.18	10 6.20 3.49 B	25 4.60 3.96 B
Market share	33 1.18 4.32 BcF	15 5.00 3.12 A	27 3.85 4.03 a	9 4.33 3.43	28 3.21 3.70	13 5.46 3.89 A	33 1.94 4.34 g	26 3.85 4.17	11 2.55 3.86	11 3.73 4.56	11 3.91 3.48	10 4.70 2.67	24 4.25 4.06 a
Brand value	32 2.75 5.15	14 4.21 3.70	23 2.09 2.79 F	8 1.75 3.85	26 2.92 4.59	13 5.31 4.13 C	34 3.35 4.94	22 2.18 3.83	8 3.25 4.50	11 1.73 1.95	9 4.11 3.82	9 3.56 6.50	24 3.54 3.86
Customer retention	31 2.32 4.82	14 3.00 3.62	24 0.63 4.37	8 3.63 5.04	28 2.82 4.63	12 2.67 4.01	33 2.94 4.37	23 0.78 4.81	8 1.88 3.76	11 2.00 4.75	11 3.00 3.82	9 2.78 6.28	23 2.70 3.98

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

Topic 4: Firm Performance

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Sales revenue	50	36	23	18	44	48	32
	4.64	5.36	3.35	2.89	4.41	5.21	2.81
	4.90	5.68	5.46	4.91	5.55	4.04	6.30
						c	b
Profits	49	36	23	18	43	48	32
	4.33	4.17	2.43	3.56	3.07	5.04	3.03
	5.12	5.53	5.15	4.96	5.52	4.07	6.22
Customer acquisition	48	34	21	17	42	45	31
	3.79	4.56	3.71	2.41	3.55	4.27	3.26
	3.78	5.08	5.43	5.18	4.58	4.24	5.48
Marketing ROI	46	34	21	18	38	47	31
	2.57	4.44	3.90	4.22	3.18	3.83	3.32
	4.36	4.10	3.60	4.43	4.60	3.53	4.61
Market share	50	35	22	19	44	48	31
	3.16	3.86	2.68	3.84	3.00	3.52	3.23
	4.38	4.10	2.93	4.51	4.01	4.40	3.67
Brand value	46	33	21	17	39	45	31
	2.83	3.67	3.33	2.35	2.62	3.38	3.13
	4.27	4.50	4.05	4.53	4.69	3.59	4.89
Customer retention	47	35	20	16	41	45	29
	2.43	2.83	2.75	0.25	2.15	2.31	2.38
	4.92	4.29	4.12	3.61	4.30	4.97	4.23
		d		b			

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

Topic 4: Firm Performance

How often does your company rely on the following KPIs for evaluating marketing performance?

	Total	Industry Sector													
		Banking	Finance	Communi- cations	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M	
<u>ROI</u>															
N	129	6	10	12	7	2	1	15	14	3	17	15	21	6	
Mean	4.66	5.67	5.00	5.25	5.29	7.00	7.00	4.07	4.00	4.00	3.47	5.60	4.90	3.50	
SD	1.91	2.34	1.25	1.29	2.21	0.00	---	1.67	2.22	1.73	1.97	1.30	1.87	2.17	
		j	j	jm				K	k		abcKl	GhJm	j	ck	
<u>YOY growth</u>															
N	127	6	10	10	7	2	1	15	14	3	17	15	21	6	
Mean	5.41	4.67	6.10	6.60	6.00	7.00	6.00	6.47	4.71	5.33	3.94	5.67	5.19	5.00	
SD	1.81	2.16	1.10	0.70	1.00	0.00	---	0.92	2.13	1.53	2.41	1.11	1.78	2.28	
		cg	j	ahJkl	j			aHJklm	cG		bCdGk	cgj	cg	g	
<u>Metrics such as market share, sales, and profits</u>															
N	129	6	10	12	7	2	1	15	14	3	17	15	21	6	
Mean	5.08	4.33	5.00	6.17	5.29	5.50	7.00	5.53	4.43	5.33	4.12	5.67	5.05	4.67	
SD	1.79	2.42	1.56	1.11	1.25	2.12	---	1.41	2.17	1.53	2.26	0.82	1.80	2.34	
		c		ahJ				j	ck		Cgk	hj			
<u>Forward-looking metrics, such as net promoter score or customer lifetime value</u>															
N	128	6	10	12	7	2	1	15	13	3	17	15	21	6	
Mean	3.70	3.33	4.20	3.75	4.14	7.00	6.00	4.00	2.69	3.67	3.12	3.73	3.67	4.33	
SD	1.99	2.34	2.10	1.71	1.86	0.00	---	2.45	1.89	2.31	1.73	1.67	1.98	2.25	

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

Topic 4: Firm Performance

How often does your company rely on the following KPIs for evaluating marketing performance?

Sales Revenue						Number of Employees						
<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
A	B	C	D	E	F	A	B	C	D	E	F	G

ROI

N	33	14	27	8	30	16	33	24	11	13	12	9	27
Mean	4.67	4.29	4.70	4.38	4.73	4.88	4.55	4.42	4.82	4.54	4.75	4.89	4.89
SD	2.09	1.94	1.88	2.13	1.86	1.86	2.11	2.04	1.99	2.11	1.71	1.27	1.83

YOY growth

N	31	14	27	8	30	16	31	24	12	12	12	9	27
Mean	5.06	5.00	5.59	5.13	5.67	5.69	5.03	5.46	5.25	5.17	5.83	5.56	5.74
SD	2.02	2.00	1.76	2.47	1.54	1.49	2.01	1.96	1.60	2.04	1.80	1.42	1.61

Metrics such as market share, sales, and profits

N	33	14	27	8	30	16	33	24	11	13	12	9	27
Mean	4.73	4.57	5.07	4.50	5.63	5.38	4.67	5.17	4.73	4.77	5.17	5.56	5.59
SD	1.99	2.03	1.69	2.33	1.40	1.54	1.95	2.14	1.62	1.59	1.59	1.24	1.62
	e	e				ab							

Forward-looking metrics, such as net promoter score or customer lifetime value

N	32	14	27	8	30	16	32	24	11	13	12	9	27
Mean	3.44	3.50	3.59	3.88	3.77	4.19	3.34	3.58	3.36	3.00	4.75	3.78	4.22
SD	2.09	2.10	1.76	2.42	1.79	2.26	2.19	1.84	1.80	2.00	1.48	1.20	2.21
							e			e	ad		

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

Topic 4: Firm Performance

How often does your company rely on the following KPIs for evaluating marketing performance?

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C

ROI

N	47	38	25	19	43	50	32
Mean	4.74	3.82	5.52	5.00	4.05	4.76	5.16
SD	1.70	2.06	1.53	2.00	1.96	1.85	1.82
	b	aCd	B	b	c		a

YOY growth

N	46	38	24	19	42	49	31
Mean	5.54	4.79	5.92	5.68	5.43	5.24	5.45
SD	1.68	2.09	1.50	1.63	1.78	1.96	1.69
		c	b				

Metrics such as market share, sales, and profits

N	47	38	25	19	43	50	32
Mean	5.30	4.63	5.76	4.53	5.02	5.20	4.88
SD	1.71	2.03	1.48	1.54	1.75	1.86	1.79
		c	bd	c			

Forward-looking metrics, such as net promoter score or customer lifetime value

N	46	38	25	19	43	49	32
Mean	3.41	3.71	4.00	4.00	3.14	3.63	4.38
SD	1.93	1.99	2.06	2.11	1.85	1.76	2.18
					C		A

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

Topic 4: Firm Performance

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

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
7=Excellent - one of the best in the world	7 5.1%	0 0.0%	1 9.1%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	3 15.8%	0 0.0%	1 4.8%	0 0.0%
6=A leader but not one of the best	27 19.7%	3 42.9%	1 9.1%	2 16.7%	2 28.6%	0 0.0%	1 100.0%	5 31.3%	2 11.8%	3 100.0%	1 5.3%	3 20.0%	2 9.5%	2 33.3%
		j	fi	i			bhJl	i	fi	BcgHJKL	aFI	i	fi	
5=Strong	40 29.2%	2 28.6%	1 9.1%	4 33.3%	3 42.9%	1 50.0%	0 0.0%	3 18.8%	6 35.3%	0 0.0%	6 31.6%	6 40.0%	6 28.6%	2 33.3%
4=Good	28 20.4%	2 28.6%	4 36.4%	4 33.3%	0 0.0%	1 50.0%	0 0.0%	2 12.5%	4 23.5%	0 0.0%	5 26.3%	0 0.0%	5 23.8%	1 16.7%
		k	k	k		k					k	abcejl	k	
3=Fair	26 19.0%	0 0.0%	3 27.3%	1 8.3%	1 14.3%	0 0.0%	0 0.0%	6 37.5%	4 23.5%	0 0.0%	3 15.8%	6 40.0%	2 9.5%	0 0.0%
								l				l	gk	
2=Weak	7 5.1%	0 0.0%	1 9.1%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 19.0%	1 16.7%
1=Very weak	2 1.5%	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 5.3%	0 0.0%	1 4.8%	0 0.0%
Mean	4.50	5.14	4.09	4.83	4.57	4.50	6.00	4.44	4.53	6.00	4.58	4.40	4.00	4.67

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

Topic 4: Firm Performance

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

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
7=Excellent - one of the best in the world	1 2.7%	1 6.7%	1 3.3%	0 0.0%	2 6.7%	2 12.5%	1 2.7%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	4 14.8%
6=A leader but not one of the best	5 13.5% e	1 6.7% ef	4 13.3% e	0 0.0% e	11 36.7% abcd	6 37.5% b	5 13.5% e	6 22.2%	0 0.0% ef	1 7.7%	5 41.7% ac	3 33.3% c	7 25.9%
5=Strong	10 27.0%	4 26.7%	10 33.3%	3 37.5%	7 23.3%	5 31.3%	11 29.7% d	5 18.5% D	4 33.3%	8 61.5% aBef	2 16.7% d	1 11.1% d	9 33.3%
4=Good	5 13.5% b	7 46.7% aEf	10 33.3% e	2 25.0%	2 6.7% Bc	2 12.5% b	6 16.2%	8 29.6% g	5 41.7% G	3 23.1%	4 33.3% g	1 11.1%	1 3.7% bCe
3=Fair	11 29.7%	1 6.7%	4 13.3%	2 25.0%	7 23.3%	1 6.3%	10 27.0%	4 14.8%	2 16.7%	1 7.7%	1 8.3%	2 22.2%	6 22.2%
2=Weak	3 8.1%	1 6.7%	1 3.3%	1 12.5%	1 3.3%	0 0.0%	3 8.1%	2 7.4%	1 8.3%	0 0.0%	0 0.0%	1 11.1%	0 0.0%
1=Very weak	2 5.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.7%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Mean	4.00 eF	4.40 f	4.50 f	3.88 F	4.87 a	5.38 AbcD	4.14 G	4.33	4.00 eg	4.69	4.92 c	4.67	5.07 Ac

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

Topic 4: Firm Performance

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

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
7=Excellent - one of the best in the world	1 2.0%	3 7.1%	3 12.0%	0 0.0%	3 6.0%	2 4.0%	1 3.1%
6=A leader but not one of the best	5 10.0% b	11 26.2% a	6 24.0%	5 25.0%	10 20.0%	9 18.0%	7 21.9%
5=Strong	17 34.0%	9 21.4%	9 36.0%	5 25.0%	12 24.0%	15 30.0%	11 34.4%
4=Good	11 22.0%	9 21.4%	2 8.0%	6 30.0%	10 20.0%	12 24.0%	5 15.6%
3=Fair	13 26.0%	7 16.7%	4 16.0%	2 10.0%	10 20.0%	10 20.0%	6 18.8%
2=Weak	2 4.0%	3 7.1%	1 4.0%	1 5.0%	3 6.0%	2 4.0%	2 6.3%
1=Very weak	1 2.0%	0 0.0%	0 0.0%	1 5.0%	2 4.0%	0 0.0%	0 0.0%
Mean	4.20 c	4.64	4.96 a	4.40	4.38	4.50	4.56

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

Topic 5: Social Media

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

Number Mean SD	Total	Industry Sector												
		Banking	Finance	Communi-	Consumer					Mining			Tech	
		Insurance	cations	Packaged	Consumer	Education	Energy	Healthcare	Manufac-	Construct-	Service	Retail	Software	Transportation
		RealEstate	Media	Goods	Services			Pharm	turing	ion	Consulting	Wholesale	Biotech	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
...of your marketing budget do you currently spend on social media?	167 13.32 13.75	11 9.55 6.11	11 25.33 21.08	15 13.89 15.13	9 14.89 7.72	3 21.00 7.94	2 10.00 0.00	20 12.10 12.28	19 9.40 14.46	3 11.67 2.89	25 13.68 15.29	16 13.67 13.44	26 10.28 11.81	7 18.74 16.21
		be	aghL			a		b	b				B	
...will you spend in the next 12 months?	166 15.23 14.08	11 13.00 8.25	11 25.46 20.25	15 15.29 15.48	9 15.67 5.63	3 21.67 7.64	2 15.00 7.07	20 17.43 14.75	19 10.72 15.31	3 15.00 5.00	24 13.97 14.31	16 15.86 14.77	26 11.94 12.23	7 20.53 16.76
			hl						b				b	
...do you predict you will spend in five years?	163 21.50 15.91	11 21.36 12.06	11 32.21 22.40	15 21.30 17.81	9 20.00 7.23	3 26.67 2.89	2 15.00 7.07	20 25.93 18.59	17 12.41 14.28	3 18.33 7.64	24 19.66 15.99	16 22.67 14.10	25 18.79 13.81	7 31.11 18.31
			HI					h	Bgkm			h	b	h

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

Topic 5: Social Media

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
	A	B	C	D	E	F	A	B	C	D	E	F	G
...of your marketing budget do you currently spend on social media?	48 13.56 16.48	20 9.25 7.43	32 16.77 15.69	11 13.15 14.61	33 11.16 10.65	22 14.94 12.43	49 14.42 16.39	30 11.23 13.39	11 15.15 16.95	19 15.51 13.03	13 12.63 11.96	12 9.42 7.57	33 13.38 11.90
...will you spend in the next 12 months?	47 15.07 16.21	20 11.25 9.36	32 18.43 16.02	11 16.52 15.49	33 13.53 11.37	22 16.71 13.14	48 16.09 16.16	30 13.04 14.32	11 17.79 17.34	19 17.88 13.69	13 14.36 12.44	12 12.08 8.13	33 15.10 12.51
...do you predict you will spend in five years?	47 19.98 17.35	20 19.75 14.22	31 24.27 17.04	11 22.16 15.86	32 20.52 14.77	21 23.98 15.35	48 21.79 17.73	29 19.60 16.29	11 22.52 20.61	19 24.88 14.67	12 20.08 12.84	12 20.58 13.53	32 21.33 14.44

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

Topic 5: Social Media

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
...of your marketing budget do you currently spend on social media?	65 11.22 13.73	48 13.58 14.36	28 14.15 13.05	26 17.18 13.18	63 9.47 11.72	58 12.11 12.16	43 20.61 16.11
					C	C	AB
...will you spend in the next 12 months?	65 13.66 14.63	47 14.62 13.77	28 15.76 13.97	26 19.71 13.11	63 12.22 13.06	58 13.65 12.64	42 22.10 15.67
					C	C	AB
...do you predict you will spend in five years?	63 19.69 16.06	47 20.69 15.65	27 21.94 15.08	26 26.93 16.51	61 18.30 15.33	58 19.28 14.92	41 29.65 16.07
					C	C	AB

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

Topic 5: Social Media

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

Number Mean SD	Total	Industry Sector												
		Banking	Finance	Communi-	Consumer					Mining		Tech		
		Insurance	cations	Packaged	Consumer	Education	Energy	Healthcare	Manufac-	Construct-	Service	Retail	Software	Transportation
		RealEstate	Media	Goods	Services			Pharm	turing	ion	Consulting	Wholesale	Biotech	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent performed	164	11	11	15	9	3	2	20	19	2	24	16	25	7
by outside agencies	24.12	27.34	20.13	35.43	42.78	31.67	22.50	26.60	29.28	5.00	11.70	23.13	14.30	38.77
	31.85	33.70	35.77	36.43	33.36	32.53	3.54	34.96	36.43	7.07	21.86	26.07	26.63	44.12
				jl	Jl						cDm		cd	j

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

Topic 5: Social Media

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Percent performed by outside agencies	47 18.69 31.70	20 23.57 32.23	32 17.71 26.38	11 36.04 33.31	32 29.64 36.85	21 29.52 28.41	48 22.07 34.21	30 20.40 31.43	11 26.04 35.81	19 20.32 26.34	12 28.87 39.17	12 25.47 30.69	32 30.02 29.39

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

Topic 5: Social Media

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Percent performed by outside agencies	65 25.17 32.84	46 14.28 25.93 C	27 36.21 33.50 B	26 26.37 33.63	62 20.31 31.17	58 27.15 32.33	41 22.37 30.68

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

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

Number Mean SD	Total	Industry Sector												
		Banking	Finance	Communi-	Consumer					Mining		Tech	Trans-	
		Insurance	cations	Packaged	Consumer	Education	Energy	Healthcare	Manufact-	Construct-	Service	Retail	Software	port-
		RealEstate	Media	Goods	Services	E	F	Pharm	uring	ion	Consulting	Wholesale	Biotech	ation
	A	B	C	D	E	F	G	H	I	J	K	L	M	
How many people does your firm employ in-house to do social media?	164 3.09 4.32	11 1.82 4.32	11 3.89 5.01	15 5.22 6.60	8 1.63 1.06	3 6.67 4.73	2 2.50 0.71	19 1.89 1.97	19 1.47 1.17	3 2.33 1.53	24 2.91 3.77	16 3.72 5.80	26 3.11 4.50	7 6.68 7.54
What percentage of these social media employees are within marketing?	165 69.25 43.64	11 51.91 48.02	11 50.64 45.03	16 61.06 47.11	9 100.00 0.00	3 100.00 0.00	2 95.00 7.07	19 66.05 46.92	19 49.37 49.64	3 100.00 0.00	23 79.78 38.44	16 75.69 43.55	26 77.77 39.47	7 53.00 47.33
How many people does your firm employ from other companies to perform social media activities?	159 2.35 4.02	10 3.00 3.59	10 2.60 3.98	15 4.53 5.95	7 1.14 1.07	3 5.00 5.00	2 3.00 2.83	19 2.16 3.45	18 1.33 2.25	3 0.00 0.00	24 1.75 3.97	16 3.13 5.67	25 0.92 1.53	7 5.86 6.31

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

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
How many people does your firm employ in-house to do social media?	46 0.98 0.75 CDEF	20 1.30 0.92 cdF	33 3.63 4.20 AbF	11 2.55 2.38 AbF	32 3.12 4.05 AF	22 8.57 6.64 ABCDE	47 0.96 0.75 bcDEFG	30 1.90 2.80 afG	12 4.23 4.68 A	19 2.42 2.22 AG	13 2.31 2.18 Ag	11 5.07 6.11 Ab	32 6.95 6.27 ABDe
What percentage of these social media employees are within marketing?	43 61.00 46.66	20 62.75 47.99	33 79.70 37.28	11 73.82 44.87	34 73.85 43.64	23 67.22 43.12	44 59.98 47.61	30 70.20 42.93	12 63.08 44.14	19 84.47 36.84	13 77.69 42.46	12 75.92 43.63	35 68.54 43.01
How many people does your firm employ from other companies to perform social media activities?	45 1.04 2.11 deF	20 1.65 2.41 f	31 2.10 4.01 f	11 3.73 5.64 a	31 2.77 4.33 a	21 4.86 5.67 Abc	46 1.13 2.18 cfG	30 2.07 3.77 g	11 3.45 5.77 a	18 1.39 2.30 g	12 1.25 2.86 G	11 3.64 5.47 a	31 4.58 5.27 Abde

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

Topic 5: Social Media

In-house vs. outsourcing of social media activities?

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
How many people does your firm employ in-house to do social media?	64 1.67 1.85 CD	49 2.69 3.68 C	27 6.17 6.54 AB	24 4.23 5.26 A	62 2.22 3.56 C	57 2.64 3.58 c	42 4.69 5.37 Ab
What percentage of these social media employees are within marketing?	63 70.70 44.35	49 62.53 46.05	29 71.00 42.10	24 77.08 39.06	59 62.37 47.01	58 79.22 38.83	43 67.37 43.19
How many people does your firm employ from other companies to perform social media activities?	62 1.74 2.67 C	48 1.56 3.25 C	26 4.77 6.32 AB	23 2.91 4.35	61 1.43 2.90 b	56 2.84 4.31 a	40 2.75 4.37

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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
We have proven the impact quantitatively	51 30.0%	3 27.3%	7 58.3% H	4 25.0%	2 22.2%	2 66.7% h	0 0.0%	5 25.0%	2 10.5% Bel	0 0.0%	8 32.0%	5 29.4%	10 38.5% h	3 42.9%
We have a good qualitative sense of the impact, but not a quantitative impact	64 37.6%	4 36.4%	3 25.0%	8 50.0%	4 44.4%	1 33.3%	0 0.0%	7 35.0%	6 31.6%	2 66.7%	10 40.0%	6 35.3%	9 34.6%	4 57.1%
We haven't been able to show the impact yet	55 32.4%	4 36.4%	2 16.7% fh	4 25.0% f	3 33.3%	0 0.0%	2 100.0% bcjlm	8 40.0%	11 57.9% blm	1 33.3%	7 28.0% f	6 35.3%	7 26.9% fh	0 0.0% fh
Mean	2.02	2.09	1.58 H	2.00	2.11	1.33 h	3.00	2.15	2.47 BejLM	2.33	1.96 h	2.06	1.88 h	1.57 H

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?

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
We have proven the impact quantitatively	11 23.4% f	7 35.0%	12 36.4%	1 9.1% f	7 20.6% f	13 54.2% ade	13 27.1%	9 29.0%	4 36.4%	4 21.1%	3 23.1%	3 25.0%	15 41.7%
We have a good qualitative sense of the impact, but not a quantitative impact	15 31.9%	6 30.0%	12 36.4%	6 54.5%	16 47.1%	8 33.3%	16 33.3%	10 32.3%	4 36.4%	9 47.4%	6 46.2%	5 41.7%	14 38.9%
We haven't been able to show the impact yet	21 44.7% F	7 35.0%	9 27.3%	4 36.4%	11 32.4%	3 12.5% A	19 39.6%	12 38.7%	3 27.3%	6 31.6%	4 30.8%	4 33.3%	7 19.4%
Mean	2.21 F	2.00	1.91	2.27 f	2.12 F	1.58 AdE	2.13	2.10	1.91	2.11	2.08	2.08	1.78

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				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
We have proven the impact quantitatively	15 23.1%	13 26.0%	12 40.0%	11 44.0%	15 23.8% C	11 18.6% C	23 52.3% AB
We have a good qualitative sense of the impact, but not a quantitative impact	22 33.8%	19 38.0%	13 43.3%	10 40.0%	25 39.7%	23 39.0%	14 31.8%
We haven't been able to show the impact yet	28 43.1% cd	18 36.0%	5 16.7% a	4 16.0% a	23 36.5% c	25 42.4% C	7 15.9% aB
Mean	2.20 cd	2.10 d	1.77 a	1.72 ab	2.13 C	2.24 C	1.64 AB

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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not At All	27 15.6%	4 36.4% b	0 0.0% afh	1 6.3% h	0 0.0% h	0 0.0%	1 50.0% b	3 15.0%	8 38.1% bcd	0 0.0%	4 15.4%	2 11.8%	4 15.4%	0 0.0%
2=	36 20.8%	2 18.2%	1 8.3%	4 25.0%	2 22.2%	0 0.0%	1 50.0%	6 30.0%	4 19.0%	1 33.3%	4 15.4%	5 29.4%	6 23.1%	0 0.0%
3=	30 17.3%	1 9.1%	2 16.7%	2 12.5% i	3 33.3%	1 33.3%	0 0.0%	3 15.0%	2 9.5% i	2 66.7% chk	6 23.1%	1 5.9% i	6 23.1%	1 14.3%
4=	33 19.1%	1 9.1% m	4 33.3%	5 31.3%	3 33.3%	0 0.0%	0 0.0%	5 25.0%	2 9.5% m	0 0.0%	5 19.2%	2 11.8% m	2 7.7% M	4 57.1% ahkL
5=	26 15.0%	2 18.2%	3 25.0%	1 6.3%	1 11.1%	0 0.0%	0 0.0%	1 5.0%	3 14.3%	0 0.0%	3 11.5%	5 29.4%	5 19.2%	2 28.6%
6=	14 8.1%	1 9.1%	1 8.3%	3 18.8%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	1 4.8%	0 0.0%	3 11.5%	1 5.9%	3 11.5%	0 0.0%
7=Very Highly	7 4.0%	0 0.0% e	1 8.3% e	0 0.0% E	0 0.0% e	2 66.7% abCdGHJK Lm	0 0.0%	1 5.0% E	1 4.8% E	0 0.0%	1 3.8% E	1 5.9% e	0 0.0% E	0 0.0% e
Mean	3.38	2.82 be	4.33 afgh	3.63	3.33 ef	5.67 adghl	1.50 bdM	3.10 be	2.76 be	2.67 m	3.46	3.59	3.27 e	4.14 Fi

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?

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
1=Not At All	7 14.6%	5 25.0%	6 17.6%	1 9.1%	4 11.8%	4 16.7%	8 16.3%	7 22.6%	1 7.7%	3 15.8%	2 15.4%	0 0.0%	6 16.7%
2=	14 29.2% cf	5 25.0% c	2 5.9% abde	4 36.4% cf	9 26.5% c	2 8.3% ad	14 28.6%	5 16.1%	2 15.4%	3 15.8%	3 23.1%	4 33.3%	5 13.9%
3=	6 12.5%	4 20.0%	10 29.4% f	1 9.1%	8 23.5% f	1 4.2% ce	5 10.2% e	7 22.6% g	4 30.8% g	5 26.3% g	5 38.5% aG	2 16.7%	2 5.6% bcdE
4=	9 18.8%	4 20.0%	6 17.6%	3 27.3%	4 11.8%	6 25.0%	9 18.4%	8 25.8%	2 15.4%	2 10.5%	1 7.7%	3 25.0%	8 22.2%
5=	5 10.4% f	1 5.0% f	5 14.7%	1 9.1%	6 17.6%	8 33.3% ab	6 12.2%	2 6.5% g	1 7.7%	5 26.3%	1 7.7%	2 16.7%	9 25.0% B
6=	5 10.4%	0 0.0%	3 8.8%	0 0.0%	3 8.8%	3 12.5%	4 8.2%	2 6.5%	1 7.7%	0 0.0%	1 7.7%	1 8.3%	5 13.9%
7=Very Highly	2 4.2%	1 5.0%	2 5.9%	1 9.1%	0 0.0%	0 0.0%	3 6.1%	0 0.0% c	2 15.4% b	1 5.3%	0 0.0%	0 0.0%	1 2.8%
Mean	3.29	2.75 f	3.56	3.27	3.24	3.88 b	3.31	2.97	3.85	3.37	2.92	3.50	3.78

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				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
1=Not At All	14 21.2% C	10 19.6% c	0 0.0% Ab	3 11.5%	16 24.6% c	8 13.6%	3 6.8% a
2=	17 25.8%	9 17.6%	7 23.3%	3 11.5%	11 16.9% b	22 37.3% aC	3 6.8% B
3=	12 18.2%	10 19.6%	4 13.3%	4 15.4%	13 20.0%	10 16.9%	7 15.9%
4=	8 12.1%	11 21.6%	7 23.3%	7 26.9%	13 20.0%	5 8.5% c	11 25.0% b
5=	9 13.6%	6 11.8%	5 16.7%	6 23.1%	8 12.3%	9 15.3%	8 18.2%
6=	5 7.6%	3 5.9%	4 13.3%	2 7.7%	3 4.6%	5 8.5%	6 13.6%
7=Very Highly	1 1.5%	2 3.9%	3 10.0%	1 3.8%	1 1.5% c	0 0.0% C	6 13.6% aB
Mean	3.00 Cd	3.22 c	4.13 Ab	3.77 a	2.98 C	3.00 C	4.36 AB

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities

Number Mean SD	Total	Industry Sector												
		Banking Finance Insurance RealEstate	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Current	190	14	14	18	9	4	2	22	22	5	27	17	27	9
	13.54	16.72	16.72	16.50	20.22	15.75	3.50	9.26	9.91	19.21	9.59	21.53	9.37	17.78
	15.63	19.81	18.92	18.25	13.37	23.21	2.12	8.71	14.73	20.22	13.93	15.62	13.06	17.66
					gl			dK	k		k	GhjL	dK	
In 5 years	187	14	14	18	9	3	2	22	21	5	27	17	26	9
	23.34	29.69	29.88	26.15	34.67	31.78	7.50	19.36	16.54	33.13	16.67	34.73	17.23	23.26
	21.87	27.21	26.79	25.35	20.40	35.65	3.54	14.52	18.78	34.75	19.20	20.38	15.64	25.53
					ghjl			dK	dK		dK	GHJL	dK	

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Current	55 14.31 18.90	24 7.78 8.42 F	37 14.89 16.74	12 12.67 11.92	36 11.45 13.55 f	24 19.29 14.93 Be	56 14.48 18.11	35 13.28 17.05	14 12.36 15.97	23 13.52 14.15	14 11.00 13.17	13 10.46 11.51	35 14.94 13.67
In 5 years	54 24.01 25.24	23 17.83 15.58 f	37 23.41 22.89	12 21.25 14.44	35 21.34 21.34	24 31.60 20.97	55 25.55 25.47	35 20.63 21.03	13 18.85 18.01	23 24.75 21.83	13 21.51 22.91	13 19.85 19.25	35 25.27 19.26

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

Topic 6: Mobile Marketing

Marketing budget spend on mobile activities

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Current	71 9.47 13.26 CD	58 11.31 14.84 Cd	32 20.82 17.16 AB	29 19.97 16.73 Ab	76 10.43 14.25 C	63 10.70 12.83 C	47 21.83 17.88 AB
In 5 years	68 17.70 17.43 CD	58 20.74 21.70 cd	32 32.01 25.21 Ab	29 32.17 23.04 Ab	74 19.40 20.38 C	63 18.21 17.04 C	46 36.33 25.01 AB

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

Topic 6: Mobile Marketing

How is your company's spend on mobile marketing allocated across the following categories:

Number Mean SD	Total	Industry Sector												
		Banking	Communi-	Consumer					Mining		Tech			
		Finance	cations	Packaged	Consumer	Education	Energy	Healthcare	Manufac-	Construct-	Service	Retail	Software	Transportation
		Insurance	Media	Goods	Services			Pharm	turing	ion	Consulting	Wholesale	Biotech	
	A	B	C	D	E	F	G	H	I	J	K	L	M	
User Experience	173	14	12	16	8	4	2	20	19	5	24	17	24	8
	18.49	14.64	16.67	16.94	11.25	27.50	62.50	13.05	13.95	35.00	15.83	16.29	26.46	25.63
	25.26	26.42	21.78	28.00	12.17	34.28	17.68	19.26	25.64	36.06	30.10	20.41	24.47	24.12
		f	f	f	F		abcDGhJK	F	f		f	F		
Application Development	173	14	12	16	8	4	2	20	19	5	24	17	24	8
	8.98	8.00	16.25	4.44	5.00	16.25	0.00	6.55	9.21	6.00	2.92	12.06	15.63	10.63
	18.49	11.63	30.46	12.48	7.07	19.74	0.00	17.23	19.88	8.94	14.29	21.07	23.33	16.13
										l			j	
Mobile Advertising - Display	173	14	12	16	8	4	2	20	19	5	24	17	24	8
	15.84	16.79	12.50	25.00	18.13	6.25	2.50	19.00	19.21	9.00	10.83	19.41	13.54	9.38
	21.37	19.96	15.00	26.39	19.26	7.50	3.54	26.88	23.82	10.25	19.98	23.84	20.88	10.84
Mobile Advertising - Video	173	14	12	16	8	4	2	20	19	5	24	17	24	8
	11.99	15.00	10.42	15.50	7.25	3.75	12.50	16.25	19.74	8.00	7.08	10.76	6.46	18.13
	15.76	15.19	13.73	15.94	9.18	4.79	10.61	18.34	20.58	10.37	16.81	14.12	8.14	22.03
		l		l				l	jL		h		acgHm	l
Mobile Advertising - Social	173	14	12	16	8	4	2	20	19	5	24	17	24	8
	25.58	17.14	34.17	25.63	18.50	31.25	22.50	26.90	26.84	9.00	35.63	31.18	14.58	27.50
	27.08	16.49	29.30	24.62	17.55	33.76	10.61	27.26	25.45	10.25	40.58	30.90	17.63	17.32
			l								l	l	bjk	
Other	173	14	12	16	8	4	2	20	19	5	24	17	24	8
	17.96	21.29	10.00	12.50	39.88	15.00	0.00	18.25	11.05	33.00	23.54	10.29	23.33	8.75
	35.43	37.47	28.68	34.16	40.12	30.00	0.00	33.69	31.43	46.85	42.18	29.39	41.14	24.75
					k							d		

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

Topic 6: Mobile Marketing

How is your company's spend on mobile marketing allocated across the following categories:

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
User Experience	48 22.92 31.09	22 10.05 18.87 de	33 11.39 14.19 dE	12 30.00 33.78 bcf	33 26.12 28.06 bCf	23 11.74 12.67 de	50 20.80 30.63	33 15.82 20.57 E	10 8.00 8.23 E	22 15.45 26.14 e	11 37.73 27.05 BCdG	13 24.62 30.45	34 14.18 17.30 E
Application Development	48 6.25 14.53 d	22 8.45 18.84	33 10.94 18.88	12 20.83 33.63 a	33 7.03 15.43	23 9.78 18.43	50 4.50 10.01 bd	33 14.00 22.49 a	10 3.50 5.30	22 15.00 29.68 a	11 12.91 23.07	13 6.15 10.44	34 8.24 16.60
Mobile Advertising - Display	48 13.02 26.23	22 15.68 22.00	33 21.97 26.01	12 11.67 10.73	33 14.24 15.21	23 17.61 12.24	50 15.70 26.88 c	33 10.61 16.90 C	10 38.00 24.52 aBdEFG	22 14.55 23.60 c	11 12.73 11.04 C	13 12.31 14.81 C	34 17.79 14.36 C
Mobile Advertising - Video	48 6.77 14.05 F	22 8.41 10.95 F	33 12.55 15.53 f	12 12.50 13.90	33 13.03 16.28 f	23 23.48 18.43 ABce	50 7.10 14.00 G	33 9.94 12.74 g	10 13.50 13.75	22 14.59 17.59	11 11.36 13.98	13 15.54 20.95	34 17.88 17.11 Ab
Mobile Advertising - Social	48 24.90 33.16	22 20.14 23.40	33 31.30 30.02	12 17.50 20.94	33 22.27 19.00	23 29.57 20.11	50 23.70 30.62	33 26.30 29.51	10 36.00 27.47	22 27.86 29.19	11 19.55 28.68	13 25.38 18.98	34 25.15 20.06
Other	48 24.06 41.28	22 37.27 43.20 CdF	33 8.82 25.80 B	12 7.50 25.98 b	33 17.30 35.03	23 7.83 22.95 B	50 26.20 42.57	33 20.30 35.77	10 1.00 3.16	22 12.55 31.07	11 5.73 19.00	13 16.00 35.47	34 16.76 34.07

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

Topic 6: Mobile Marketing

How is your company's spend on mobile marketing allocated across the following categories:

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
User Experience	65 20.78 26.02	52 20.29 29.71	29 12.17 15.30	27 16.30 22.43	66 18.50 28.84	59 17.24 21.85	45 20.58 25.03
Application Development	65 12.71 22.58	52 6.25 18.33	29 8.21 12.36	27 6.11 11.12	66 4.64 12.89	59 10.85 21.20	45 12.51 20.98
Mobile Advertising - Display	65 16.85 24.63	52 9.23 15.42 Cd	29 21.55 20.66 B	27 20.00 21.39 b	66 15.38 24.20	59 16.61 22.75	45 15.22 15.19
Mobile Advertising - Video	65 10.08 13.30	52 11.83 18.31	29 15.55 16.15	27 13.07 15.65	66 10.98 16.65	59 10.41 15.06	45 14.56 15.34
Mobile Advertising - Social	65 22.43 28.58	52 30.10 32.41	29 25.34 20.87	27 24.74 15.59	66 23.83 26.06	59 29.12 30.84	45 23.67 24.13
Other	65 17.15 35.02	52 20.38 39.85	29 17.17 35.12	27 16.07 28.71	66 23.64 40.64	59 15.78 34.14	45 13.47 28.96

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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not At All	47 24.5%	5 35.7%	3 20.0%	3 15.8%	0 0.0%	0 0.0%	1 50.0%	4 18.2%	5 22.7%	2 40.0%	10 35.7%	2 11.1%	9 36.0%	3 33.3%
2=	37 19.3%	2 14.3%	2 13.3%	1 5.3%	3 33.3%	0 0.0%	1 50.0%	3 13.6%	5 22.7%	1 20.0%	6 21.4%	5 27.8%	8 32.0%	0 0.0%
3=	24 12.5%	1 7.1%	1 6.7%	4 21.1%	2 22.2%	1 25.0%	0 0.0%	6 27.3%	3 13.6%	0 0.0%	3 10.7%	1 5.6%	2 8.0%	0 0.0%
4=	32 16.7%	1 7.1%	3 20.0%	5 26.3%	1 11.1%	1 25.0%	0 0.0%	6 27.3%	4 18.2%	1 20.0%	3 10.7%	3 16.7%	3 12.0%	1 11.1%
5=	30 15.6%	2 14.3%	3 20.0%	4 21.1%	3 33.3%	0 0.0%	0 0.0%	2 9.1%	4 18.2%	1 20.0%	5 17.9%	2 11.1%	2 8.0%	2 22.2%
6=	15 7.8%	2 14.3%	3 20.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	1 3.6%	4 22.2%	0 0.0%	3 33.3%
7=Very Highly	7 3.6%	1 7.1%	0 0.0%	1 5.3%	0 0.0%	2 50.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	1 5.6%	1 4.0%	0 0.0%
Mean	3.18	3.21	3.67	3.68	3.44	5.25	1.50	3.09	3.05	2.60	2.64	3.78	2.40	3.89

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?

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
1=Not At All	18 33.3% f	9 37.5% f	10 27.0%	2 16.7%	6 15.8%	2 8.0% ab	18 32.7% g	9 25.0%	5 35.7% g	7 30.4%	2 14.3%	2 15.4%	4 10.8% Ac
2=	7 13.0% d	4 16.7%	7 18.9%	5 41.7% af	11 28.9%	3 12.0% d	7 12.7% E	7 19.4% e	2 14.3% e	5 21.7% e	8 57.1% AbcdfG	2 15.4% e	6 16.2% E
3=	9 16.7%	6 25.0% f	4 10.8%	0 0.0%	4 10.5%	1 4.0% b	8 14.5%	7 19.4%	0 0.0%	3 13.0%	0 0.0%	3 23.1%	3 8.1%
4=	6 11.1%	1 4.2% f	7 18.9%	2 16.7%	8 21.1%	7 28.0% b	7 12.7%	3 8.3%	4 28.6%	5 21.7%	1 7.1%	4 30.8%	8 21.6%
5=	8 14.8%	4 16.7%	5 13.5%	1 8.3%	6 15.8%	6 24.0%	9 16.4%	8 22.2%	1 7.1%	1 4.3%	2 14.3%	2 15.4%	7 18.9%
6=	4 7.4%	0 0.0% df	2 5.4%	2 16.7% b	1 2.6% f	5 20.0% be	4 7.3%	1 2.8% g	2 14.3%	1 4.3%	0 0.0%	0 0.0%	7 18.9% B
7=Very Highly	2 3.7%	0 0.0%	2 5.4%	0 0.0%	2 5.3%	1 4.0%	2 3.6%	1 2.8%	0 0.0%	1 4.3%	1 7.1%	0 0.0%	2 5.4%
Mean	2.98 F	2.46 F	3.11 f	3.08	3.21 f	4.24 ABce	3.04 g	3.03 g	3.00	2.78 g	2.79 g	3.15	4.00 Abde

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				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
1=Not At All	20 28.2% d	21 35.6% cD	4 12.1% b	2 6.9% aB	29 38.2% bC	12 19.0% a	5 10.6% A
2=	18 25.4%	10 16.9%	4 12.1%	5 17.2%	9 11.8% B	20 31.7% A	8 17.0%
3=	12 16.9%	5 8.5%	3 9.1%	4 13.8%	12 15.8%	9 14.3%	3 6.4%
4=	8 11.3%	11 18.6%	6 18.2%	7 24.1%	13 17.1%	8 12.7%	10 21.3%
5=	9 12.7%	8 13.6%	5 15.2%	8 27.6%	11 14.5%	10 15.9%	8 17.0%
6=	2 2.8% C	3 5.1% C	8 24.2% AB	2 6.9%	2 2.6% c	4 6.3%	7 14.9% a
7=Very Highly	2 2.8%	1 1.7%	3 9.1%	1 3.4%	0 0.0% C	0 0.0% C	6 12.8% AB
Mean	2.75 CD	2.80 CD	4.21 AB	3.83 AB	2.66 C	2.94 C	4.13 AB

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

Topic 6: Mobile Marketing

Which of the following factors limit the success of your company's mobile marketing activities? (check all that apply):

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Difficulty tracking the customer across the journey	73 42.2%	6 42.9%	3 27.3%	8 47.1%	3 42.9%	2 50.0%	2 100.0% m	9 47.4%	11 61.1% m	2 50.0%	9 36.0%	9 50.0%	8 32.0%	1 11.1% fh
Insufficient in-house mobile expertise	62 35.8%	4 28.6%	5 45.5%	5 29.4%	4 57.1%	2 50.0%	0 0.0%	8 42.1%	6 33.3%	1 25.0%	10 40.0%	7 38.9%	6 24.0%	4 44.4%
Unclear objectives for our mobile marketing strategy	58 33.5%	3 21.4% d	3 27.3%	3 17.6% d	5 71.4% ack	2 50.0%	0 0.0%	6 31.6%	8 44.4%	1 25.0%	12 48.0%	4 22.2% d	8 32.0%	3 33.3%
Weak link between our mobile strategy and our broader marketing strategy	54 31.2%	4 28.6%	1 9.1%	5 29.4%	3 42.9%	2 50.0%	1 50.0%	5 26.3%	6 33.3%	1 25.0%	9 36.0%	3 16.7%	10 40.0%	4 44.4%
Difficulty identifying our mobile customer audience	45 26.0%	4 28.6%	2 18.2%	5 29.4%	1 14.3%	1 25.0%	1 50.0%	4 21.1%	6 33.3%	2 50.0%	6 24.0%	4 22.2%	8 32.0%	1 11.1%
Our content is not sufficiently personalized	44 25.4%	2 14.3%	5 45.5%	6 35.3%	2 28.6%	0 0.0%	0 0.0%	4 21.1%	3 16.7%	1 25.0%	6 24.0%	8 44.4%	5 20.0%	2 22.2%

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

Topic 6: Mobile Marketing

Which of the following factors limit the success of your company's mobile marketing activities? (check all that apply):

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Undisciplined approach to monitoring mobile metrics	38 22.0%	2 14.3%	1 9.1%	4 23.5%	1 14.3%	1 25.0%	0 0.0%	4 21.1%	4 22.2%	0 0.0%	9 36.0%	7 38.9%	3 12.0%	2 22.2%
Our content is not as engaging as it needs to be	36 20.8%	2 14.3%	3 27.3%	3 17.6%	0 0.0%	1 25.0%	0 0.0%	3 15.8%	7 38.9%	1 25.0%	2 8.0%	6 33.3%	6 24.0%	2 22.2%
Unclear ownership of mobile initiatives within the company	26 15.0%	1 7.1%	3 27.3%	2 11.8%	2 28.6%	0 0.0%	0 0.0%	1 5.3%	2 11.1%	0 0.0%	6 24.0%	3 16.7%	5 20.0%	1 11.1%
Lack of a mobile-friendly website	25 14.5%	4 28.6%	2 18.2%	1 5.9%	2 28.6%	2 50.0%	0 0.0%	2 10.5%	3 16.7%	0 0.0%	1 4.0%	4 22.2%	4 16.0%	0 0.0%

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

Topic 6: Mobile Marketing

Which of the following factors limit the success of your company's mobile marketing activities? (check all that apply):

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Difficulty tracking the customer across the journey	15 33.3%	8 36.4%	17 51.5%	5 45.5%	17 47.2%	10 41.7%	17 37.8%	14 41.2%	6 50.0%	10 45.5%	4 28.6%	4 33.3%	18 52.9%
Insufficient in-house mobile expertise	17 37.8%	11 50.0%	12 36.4%	2 18.2%	11 30.6%	9 37.5%	18 40.0%	13 38.2%	3 25.0%	7 31.8%	3 21.4%	6 50.0%	12 35.3%
Unclear objectives for our mobile marketing strategy	10 22.2% e	10 45.5% f	13 39.4% f	5 45.5% f	17 47.2% aF	3 12.5% bcdE	12 26.7% f	11 32.4% f	4 33.3%	11 50.0% g	5 35.7%	8 66.7% abG	7 20.6% dF
Weak link between our mobile strategy and our broader marketing strategy	14 31.1%	7 31.8%	8 24.2%	3 27.3%	15 41.7%	6 25.0%	15 33.3%	13 38.2%	2 16.7%	4 18.2%	6 42.9%	3 25.0%	11 32.4%
Difficulty identifying our mobile customer audience	14 31.1% f	7 31.8%	8 24.2%	1 9.1%	13 36.1% f	2 8.3% ae	13 28.9%	10 29.4%	5 41.7%	3 13.6%	5 35.7%	3 25.0%	6 17.6%
Our content is not sufficiently personalized	13 28.9%	3 13.6%	7 21.2%	2 18.2%	11 30.6%	7 29.2%	12 26.7%	8 23.5%	1 8.3%	5 22.7%	2 14.3%	4 33.3%	12 35.3%

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

Topic 6: Mobile Marketing

Which of the following factors limit the success of your company's mobile marketing activities? (check all that apply):

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Undisciplined approach to monitoring mobile metrics	10 22.2%	2 9.1%	11 33.3%	4 36.4%	5 13.9%	6 25.0%	8 17.8%	8 23.5%	3 25.0%	7 31.8%	3 21.4%	3 25.0%	6 17.6%
Our content is not as engaging as it needs to be	11 24.4%	2 9.1%	6 18.2%	2 18.2%	6 16.7%	9 37.5%	9 20.0%	8 23.5%	1 8.3%	5 22.7%	2 14.3%	1 8.3%	10 29.4%
Unclear ownership of mobile initiatives within the company	7 15.6%	3 13.6%	3 9.1%	1 9.1%	5 13.9%	7 29.2%	6 13.3%	5 14.7%	0 0.0%	2 9.1%	1 7.1%	4 33.3%	8 23.5%
Lack of a mobile-friendly website	5 11.1%	2 9.1%	6 18.2%	1 9.1%	8 22.2%	3 12.5%	4 8.9%	5 14.7%	1 8.3%	6 27.3%	0 0.0%	5 41.7%	4 11.8%

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

Topic 6: Mobile Marketing

Which of the following factors limit the success of your company's mobile marketing activities? (check all that apply):

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Difficulty tracking the customer across the journey	31 46.3%	17 32.7%	15 53.6%	10 38.5%	22 33.3%	29 50.0%	19 42.2%
Insufficient in-house mobile expertise	23 34.3%	21 40.4%	8 28.6%	10 38.5%	24 36.4%	24 41.4%	14 31.1%
Unclear objectives for our mobile marketing strategy	22 32.8%	19 36.5%	9 32.1%	8 30.8%	21 31.8%	21 36.2%	16 35.6%
Weak link between our mobile strategy and our broader marketing strategy	21 31.3%	16 30.8%	7 25.0%	10 38.5%	18 27.3%	19 32.8%	16 35.6%
Difficulty identifying our mobile customer audience	22 32.8%	10 19.2%	7 25.0%	6 23.1%	18 27.3%	13 22.4%	14 31.1%
Our content is not sufficiently personalized	15 22.4%	10 19.2%	12 42.9%	7 26.9%	18 27.3%	13 22.4%	12 26.7%

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

Topic 6: Mobile Marketing

Which of the following factors limit the success of your company's mobile marketing activities? (check all that apply):

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Undisciplined approach to monitoring mobile metrics	10 14.9%	13 25.0%	9 32.1%	6 23.1%	13 19.7%	13 22.4%	11 24.4%
Our content is not as engaging as it needs to be	16 23.9%	11 21.2%	5 17.9%	4 15.4%	10 15.2%	15 25.9%	11 24.4%
Unclear ownership of mobile initiatives within the company	11 16.4%	6 11.5%	4 14.3%	5 19.2%	9 13.6%	9 15.5%	8 17.8%
Lack of a mobile-friendly website	8 11.9%	8 15.4%	3 10.7%	6 23.1%	8 12.1%	8 13.8%	9 20.0%

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

Topic 7: Marketing Jobs

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Percent change	124	7	9	12	7	2	1	16	14	3	15	13	19	6
	5.79	5.00	8.01	3.76	4.71	2.50	5.00	8.38	3.50	3.33	3.93	7.24	8.32	3.00
	10.47	5.00	12.87	11.45	9.43	3.54	---	12.05	5.29	5.77	10.18	11.46	14.21	6.00

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

Topic 7: Marketing Jobs

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Percent change	31	14	28	8	29	13	31	25	11	13	12	9	23
	4.58	12.65	5.36	3.13	6.18	3.77	4.52	9.05	5.91	7.55	4.42	5.11	3.87
	11.58	12.52	10.54	7.53	10.17	4.09	11.60	12.01	13.38	13.51	4.52	7.70	6.19
	b	af				b							

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

Topic 7: Marketing Jobs

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Percent change	48	37	20	19	46	45	30
	8.43	4.41	2.25	5.53	4.89	6.12	7.14
	12.92	9.08	6.73	8.03	11.14	10.62	9.70
	c		a				

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

Topic 7: Marketing Jobs

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

Number Mean SD	Total	Industry Sector													
		Banking	Finance	Communi-	Consumer					Mining			Tech		
		Insurance	cations	Packaged	Consumer	Education	Energy	Healthcare	Manufac-	Construct-	Service	Retail	Software	Transporta-	
		RealEstate	Media	Goods	Services			Pharm	turing	ion	Consulting	Wholesale	Biotech	tation	
	A	B	C	D	E	F	G	H	I	J	K	L	M		
Percent change	123	7	9	12	7	2	1	15	13	3	16	13	19	6	
	4.09	2.00	3.33	-0.42	5.00	2.50	0.00	5.39	0.38	-3.33	7.99	6.92	6.15	2.32	
	8.92	4.04	5.00	3.96	6.45	3.54	---	10.06	4.77	5.77	10.36	9.25	12.05	12.94	
				djk	c				jk		ch	ch			

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

Topic 7: Marketing Jobs

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Percent change	31	14	29	8	28	13	31	25	11	14	11	9	22
	3.68	10.78	6.78	3.13	-0.04	1.38	4.65	7.83	5.35	4.13	-0.55	1.67	1.73
	7.97	10.84	10.81	7.04	6.07	4.37	8.67	10.39	12.09	8.74	9.57	5.00	4.82
	b	aEF	E		BC	B		eg			b		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 Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Percent change	47	38	19	19	46	45	30
	3.42	4.78	3.68	4.78	5.36	2.57	5.07
	9.21	10.04	6.42	8.39	10.42	7.35	7.33

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

Topic 7: Marketing Jobs

How many employees/marketing employees are in your company?

Number Mean SD	Total	Industry Sector													
		Banking	Finance	Communi- cations	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		RealEstate	Media												
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Number of employees	126	7	9	11	6	2	1	15	15	3	16	14	21	6	
	8249	5586	930	3200	8567	5500	236	11274	4259	3033	3902	23956	5061	24640	
	21170	13055	1932	3951	20302	6364	---	26805	6225	1950	9755	42940	8595	40734	
													m	1	
Number of marketing employees	125	7	10	11	6	2	1	15	14	3	16	14	20	6	
	60	65	133	52	7	85	14	59	22	36	24	67	84	104	
	131	153	214	75	4	92	---	147	38	35	36	160	173	155	
					e	d									

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

Topic 7: Marketing Jobs

How many employees/marketing employees are in your company?

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Number of employees	32 71 142 bCDEF	14 168 165 acDEF	29 1290 1874 AbEF	8 2763 2014 ABf	28 10110 11911 ABCF	15 46144 42867 ABCdE	32 27 23 BCDEFG	24 221 110 ACDEFG	12 755 154 ABDEFG	14 1629 453 ABCEFG	11 3650 766 ABCDFG	9 7000 1659 ABCDEg	24 37423 36307 ABCDEF
Number of marketing employees	32 4 5 CdEF	14 7 8 ceF	28 28 34 AbeF	8 91 198 a	29 87 136 Abcf	14 231 231 ABCe	32 3 5 BcDEFG	23 11 10 AEFG	12 78 161 a	14 18 12 AFG	11 27 22 ABfg	9 106 107 ABDe	24 196 216 ABDe

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

Topic 7: Marketing Jobs

How many employees/marketing employees are in your company?

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Number of employees	48 3410 6292 cd	39 8534 23444	21 14243 30502 a	18 13540 26879 a	49 6407 16950	43 8442 21921	31 8191 20541
Number of marketing employees	47 45 119 c	39 44 111 c	21 126 183 ab	18 57 115	48 22 48 bc	43 81 169 a	30 74 142 a

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources (1=Poor to 7=Excellent):

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
<u>Customer insights</u>														
N	128	7	9	12	7	2	1	13	16	3	17	14	21	6
Mean	4.42	5.43	3.78	5.08	3.57	5.00	5.00	4.77	4.25	5.00	3.82	4.64	4.29	4.67
SD	1.64	2.23	1.30	1.38	1.62	1.41	---	1.83	1.61	1.00	1.67	1.08	1.87	1.86
			c	bdj	c						c			
<u>Competitive intelligence</u>														
N	128	7	9	12	7	2	1	13	16	3	17	14	21	6
Mean	4.30	4.71	3.78	4.50	3.71	4.00	4.00	4.46	4.19	5.33	3.71	4.71	4.38	5.00
SD	1.47	1.70	1.64	1.38	1.11	0.00	---	1.51	1.17	1.53	1.40	1.14	1.77	2.00
											k	j		
<u>Marketing training</u>														
N	128	7	9	12	7	2	1	13	16	3	17	14	21	6
Mean	3.44	2.86	2.56	3.58	2.86	5.00	3.00	3.15	3.13	4.33	4.00	4.29	3.43	2.83
SD	1.53	1.57	1.33	1.38	1.07	2.83	---	1.72	1.45	1.53	1.32	0.99	1.86	1.33
		k	jK		K			k	k		b	aBDghm		k
<u>Marketing research</u>														
N	128	7	9	12	7	2	1	13	16	3	17	14	21	6
Mean	4.02	4.14	3.78	4.33	3.43	6.00	4.00	4.38	3.31	4.00	4.00	4.36	4.05	4.00
SD	1.62	2.12	1.30	1.92	1.51	1.41	---	1.50	1.40	1.00	1.62	1.15	1.96	2.00
						h			ek			h		
<u>Marketing analytics</u>														
N	128	7	9	12	7	2	1	13	16	3	17	14	21	6
Mean	4.16	4.00	4.89	4.33	3.43	5.50	6.00	4.31	3.75	5.33	4.29	4.36	3.71	3.83
SD	1.68	2.38	1.17	1.67	1.51	0.71	---	1.75	1.84	0.58	1.90	1.22	1.74	1.60
			d		b									
<u>Marketing capabilities</u>														
N	125	7	9	11	7	2	0	13	16	3	16	14	21	6
Mean	4.74	5.00	4.44	5.27	4.29	5.50	---	4.62	4.69	6.00	5.19	4.36	4.33	5.00
SD	1.47	2.08	1.51	1.35	1.60	0.71	---	1.71	1.20	1.00	1.42	1.28	1.59	1.10

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources (1=Poor to 7=Excellent):

N=128

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
	A	B	C	D	E	F	A	B	C	D	E	F	G
<u>Customer insights</u>													
N	31	15	30	8	29	15	32	25	12	14	12	9	24
Mean	4.74	4.07	3.90	4.13	4.48	5.20	4.78	3.80	3.92	3.64	4.83	5.33	4.75
SD	1.55	1.49	1.58	1.81	1.57	1.93	1.72	1.32	1.44	1.60	1.34	1.41	1.87
	c		af			c	bd	aeFg	f	af	b	Bcd	b
<u>Competitive intelligence</u>													
N	31	15	30	8	29	15	32	25	12	14	12	9	24
Mean	4.32	4.13	3.97	4.13	4.28	5.27	4.50	3.84	3.75	4.21	4.50	4.67	4.63
SD	1.38	1.55	1.38	1.64	1.51	1.39	1.50	1.46	1.54	1.31	1.38	1.32	1.53
	f	f	F		f	abCe							
<u>Marketing training</u>													
N	31	15	30	8	29	15	32	25	12	14	12	9	24
Mean	3.32	3.27	3.57	3.00	3.55	3.60	3.34	3.12	3.17	3.50	4.08	3.67	3.58
SD	1.51	1.67	1.59	1.60	1.45	1.55	1.68	1.33	1.47	1.56	1.24	1.87	1.56
								e			b		
<u>Marketing research</u>													
N	31	15	30	8	29	15	32	25	12	14	12	9	24
Mean	4.00	3.47	3.53	3.50	4.21	5.53	3.88	3.12	4.00	3.57	4.17	4.22	5.29
SD	1.51	1.55	1.55	1.77	1.45	1.55	1.54	1.59	1.41	1.34	1.27	1.30	1.63
	F	F	F	F	F	ABCDE	G	G	g	G	g		ABcDe
<u>Marketing analytics</u>													
N	31	15	30	8	29	15	32	25	12	14	12	9	24
Mean	3.74	3.73	4.20	3.88	4.34	5.13	3.81	3.72	4.08	4.43	4.25	4.22	4.88
SD	1.67	1.91	1.40	2.03	1.76	1.36	1.82	1.65	1.51	1.50	1.71	1.86	1.51
	F	f	f			Abc	g	g					ab
<u>Marketing capabilities</u>													
N	31	14	30	8	27	15	32	23	12	14	11	9	24
Mean	4.42	4.36	4.87	4.63	4.81	5.40	4.38	4.43	4.83	5.07	4.82	5.00	5.13
SD	1.52	1.82	1.41	1.19	1.47	1.12	1.68	1.24	1.90	1.14	1.17	1.58	1.36

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

Topic 8: Marketing Organization

Rate the quality of your company's marketing knowledge resources (1=Poor to 7=Excellent):

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
<u>Customer insights</u>							
N	48	40	21	19	46	48	31
Mean	4.58	4.25	4.71	4.05	4.00	4.48	4.87
SD	1.41	1.84	1.59	1.84	1.81	1.49	1.54
					c		a
<u>Competitive intelligence</u>							
N	48	40	21	19	46	48	31
Mean	4.33	4.10	4.62	4.32	3.78	4.33	4.97
SD	1.45	1.52	1.47	1.45	1.40	1.43	1.35
					C		A
<u>Marketing training</u>							
N	48	40	21	19	46	48	31
Mean	3.50	3.60	3.90	2.42	3.00	3.67	3.71
SD	1.46	1.55	1.61	1.17	1.56	1.43	1.57
	D	D	D	ABC	b	a	
<u>Marketing research</u>							
N	48	40	21	19	46	48	31
Mean	3.85	3.85	4.71	4.05	3.48	4.06	4.74
SD	1.65	1.53	1.71	1.58	1.62	1.63	1.39
		c	b		C		A
<u>Marketing analytics</u>							
N	48	40	21	19	46	48	31
Mean	3.85	4.25	4.71	4.11	3.46	4.40	4.84
SD	1.52	1.88	1.55	1.70	1.75	1.57	1.44
	c		a		BC	A	A
<u>Marketing capabilities</u>							
N	47	38	21	19	45	46	31
Mean	4.55	4.82	5.19	4.53	4.56	4.63	5.10
SD	1.35	1.66	1.33	1.47	1.56	1.47	1.35

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

Topic 8: Marketing Organization

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

Number Mean SD	Total	Industry Sector													
		Banking	Finance	Communi-	Consumer	Consumer	Education	Energy	Healthcare	Manufac-	Mining	Service	Retail	Tech	Transportation
		Insurance	RealEstate	cations	Packaged	Services		Pharm	turing	Construct-	Consulting	Wholesale	Software	Biotech	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Number	125	7	9	11	7	2	1	13	14	3	17	14	21	6	
Percent	100.0%	5.6%	7.2%	8.8%	5.6%	1.6%	0.8%	10.4%	11.2%	2.4%	13.6%	11.2%	16.8%	4.8%	
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	125 57.88 31.07	7 70.71 23.53	9 52.78 25.14	11 40.73 37.44	7 39.00 39.67	2 50.00 0.00	1 80.00 ---	13 59.31 34.25	14 72.14 27.30	3 55.00 15.00	17 70.29 28.48	14 53.93 30.08	21 59.67 29.34	6 35.83 32.31	
		m		hj	hj				cdm		cdm			ahj	
We partner with other marketing agencies to learn new marketing skills.	125 15.10 22.12	7 5.71 11.34	9 13.89 19.00	11 24.55 36.50	7 26.29 26.52	2 30.00 28.28	1 0.00 ---	13 9.46 13.21	14 7.50 8.72	3 8.33 7.64	17 7.94 12.00	14 22.86 30.68	21 11.71 11.17	6 42.50 38.70	
		m			hjl	hj		m	deM		deM		dM	agHJL	
We partner with other companies to learn new marketing skills.	125 12.22 15.24	7 9.29 11.70	9 14.44 13.57	11 13.64 15.51	7 12.14 11.50	2 15.00 21.21	1 0.00 ---	13 10.92 14.90	14 12.14 21.10	3 21.67 16.07	17 13.82 17.55	14 11.79 15.52	21 12.38 15.05	6 5.00 8.37	
We partner with other consultancies to learn new marketing skills.	125 11.86 15.99	7 12.86 11.13	9 16.11 14.31	11 8.18 10.79	7 22.57 21.40	2 5.00 7.07	1 20.00 ---	13 19.15 24.28	14 6.07 7.12	3 15.00 5.00	17 7.35 13.36	14 11.43 21.70	21 10.29 13.24	6 15.00 20.74	
			h		hj				bd		d				
We buy other companies to acquire new marketing skills.	125 2.94 11.40	7 1.43 3.78	9 2.78 8.33	11 12.91 27.97	7 0.00 0.00	2 0.00 0.00	1 0.00 ---	13 1.15 3.00	14 2.14 5.45	3 0.00 0.00	17 0.59 2.43	14 0.00 0.00	21 5.95 16.25	6 1.67 4.08	

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

Topic 8: Marketing Organization

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Number	31	15	28	8	28	15	32	25	11	13	11	9	24
Percent	24.8%	12.0%	22.4%	6.4%	22.4%	12.0%	25.6%	20.0%	8.8%	10.4%	8.8%	7.2%	19.2%
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	31 66.77 34.58	15 59.33 34.22	28 56.89 27.55	8 30.63 36.88	28 55.79 28.91	15 58.33 21.10	32 65.47 36.53	25 54.80 33.80	11 57.09 29.75	13 57.31 28.62	11 44.36 24.73	9 57.56 27.27	24 57.96 26.40
	d		d	acef	d	d							
We partner with other marketing agencies to learn new marketing skills.	31 11.45 23.35	15 13.67 18.17	28 14.86 21.51	8 23.13 34.12	28 14.71 20.39	15 21.00 21.31	32 12.03 25.01	25 21.20 30.59	11 11.91 13.75	13 13.08 15.62	11 9.45 12.34	9 20.00 13.92	24 16.17 19.74
We partner with other companies to learn new marketing skills.	31 9.84 13.87	15 10.67 12.80	28 15.00 13.74	8 18.13 28.28	28 14.71 16.50	15 5.67 9.04	32 10.00 13.91	25 9.80 11.32	11 20.45 17.24	13 18.46 20.86	11 10.45 13.31	9 14.44 17.93	24 10.50 15.42
			f			c	c	c	ab				
We partner with other consultancies to learn new marketing skills.	31 10.65 18.74	15 14.67 17.88	28 11.82 12.60	8 16.25 26.69	28 12.57 14.73	15 8.00 8.41	32 10.47 18.38	25 13.40 15.66	11 9.64 9.77	13 10.00 9.13	11 27.09 24.37	9 7.22 10.93	24 8.92 11.99
							e		e	e	acdfG	e	E
We buy other companies to acquire new marketing skills.	31 1.29 4.28	15 1.67 6.45	28 1.43 3.56	8 11.88 33.59	28 2.21 7.62	15 7.00 17.09	32 2.03 5.94	25 0.80 2.77	11 0.91 3.02	13 1.15 3.00	11 8.64 28.64	9 0.78 1.72	24 6.46 15.43

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

Topic 8: Marketing Organization

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Number	47	39	20	19	44	48	31
Percent	37.6%	31.2%	16.0%	15.2%	35.8%	39.0%	25.2%
We build new marketing capabilities ourselves by training current or hiring new employees with the skills.	47 58.15 33.32	39 68.59 26.70	20 47.40 28.45	19 46.26 30.64	44 65.82 30.14	48 59.56 30.32	31 45.48 30.89
		CD	B	B	C	c	Ab
We partner with other marketing agencies to learn new marketing skills.	47 12.04 20.54	39 9.74 13.28	20 24.50 30.86	19 23.79 25.54	44 11.66 14.77	48 14.38 24.00	31 20.48 27.43
		cD	b	B			
We partner with other companies to learn new marketing skills.	47 11.91 16.24	39 10.90 14.23	20 17.25 16.74	19 10.37 12.90	44 13.45 17.82	48 10.42 12.79	31 13.06 14.98
We partner with other consultancies to learn new marketing skills.	47 12.68 17.30	39 8.85 15.71	20 9.00 9.54	19 19.05 17.13	44 8.50 14.34	48 11.44 15.32	31 16.45 17.38
		d	d	bc	c		a
We buy other companies to acquire new marketing skills.	47 5.21 17.54	39 1.92 5.57	20 1.85 3.70	19 0.53 2.29	44 0.57 2.21	48 4.21 15.27	31 4.52 12.27
					c		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	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Brand	135 90.0%	7 87.5%	10 90.9% f	12 100.0% F	8 100.0% f	2 66.7%	0 0.0% bCdGJkl	18 94.7% F	16 84.2%	3 100.0%	20 95.2% F	13 86.7% f	21 91.3% f	5 71.4%
Advertising	129 86.0%	7 87.5%	9 81.8%	10 83.3%	7 87.5%	3 100.0%	0 0.0% hKm	15 78.9%	17 89.5% f	3 100.0%	17 81.0%	15 100.0% F	19 82.6%	7 100.0% f
Digital marketing	129 86.0%	7 87.5%	7 63.6%	11 91.7% f	8 100.0% f	3 100.0%	0 0.0% cdgklm	17 89.5% f	15 78.9%	3 100.0%	17 81.0%	14 93.3% f	20 87.0% f	7 100.0% f
Social media	121 80.7%	5 62.5%	6 54.5% dgjl	10 83.3%	8 100.0% bf	3 100.0%	0 0.0% dgikl	17 89.5% bf	12 63.2% j	3 100.0%	19 90.5% bfh	13 86.7% f	20 87.0% bf	5 71.4%
Public relations	104 69.3%	3 37.5% hjl	7 63.6%	9 75.0% e	6 75.0%	0 0.0% cghJL	1 100.0%	13 68.4% e	15 78.9% ae	2 66.7%	17 81.0% aEk	7 46.7% jl	20 87.0% aEk	4 57.1%
Marketing analytics	100 66.7%	5 62.5%	3 27.3% hiJl	6 50.0%	5 62.5%	2 66.7%	1 100.0%	12 63.2%	14 73.7% b	3 100.0% b	17 81.0% B	10 66.7%	17 73.9% b	5 71.4%
Promotion	98 65.3%	6 75.0%	5 45.5%	5 41.7% l	6 75.0%	2 66.7%	0 0.0%	12 63.2%	13 68.4%	3 100.0%	15 71.4%	9 60.0%	18 78.3% c	4 57.1%
Positioning	97 64.7%	5 62.5%	6 54.5%	9 75.0%	6 75.0%	2 66.7%	0 0.0%	13 68.4%	10 52.6% l	3 100.0%	12 57.1%	8 53.3%	19 82.6% h	4 57.1%
Marketing research	91 60.7%	6 75.0%	5 45.5%	7 58.3%	4 50.0%	2 66.7%	0 0.0%	11 57.9%	12 63.2%	3 100.0%	11 52.4%	10 66.7%	16 69.6%	4 57.1%

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Lead generation	89 59.3%	5 62.5%	4 36.4% L	4 33.3% hL	6 75.0%	3 100.0%	0 0.0%	9 47.4% L	14 73.7% c	2 66.7%	11 52.4% L	6 40.0% L	21 91.3% BCfGJKm	4 57.1% l
Insight	80 53.3%	5 62.5%	4 36.4% c	10 83.3% bjl	5 62.5%	2 66.7%	1 100.0%	9 47.4%	10 52.6%	3 100.0%	8 38.1% c	9 60.0%	11 47.8% c	3 42.9%
Customer experience	74 49.3%	4 50.0%	4 36.4%	5 41.7%	5 62.5%	1 33.3%	0 0.0%	10 52.6%	11 57.9%	2 66.7%	11 52.4%	8 53.3%	10 43.5%	3 42.9%
Competitive intelligence	71 47.3%	3 37.5%	3 27.3%	7 58.3%	4 50.0%	1 33.3%	0 0.0%	10 52.6%	11 57.9%	1 33.3%	9 42.9%	8 53.3%	11 47.8%	3 42.9%
Customer relationship management	60 40.0%	3 37.5%	6 54.5% l	7 58.3% l	4 50.0%	0 0.0%	0 0.0%	9 47.4% l	8 42.1%	2 66.7%	8 38.1%	8 53.3% l	4 17.4% bcgk	1 14.3%
Revenue growth	49 32.7%	4 50.0%	1 9.1% c	6 50.0% b	3 37.5%	2 66.7%	0 0.0%	4 21.1%	6 31.6%	0 0.0%	9 42.9%	4 26.7%	8 34.8%	2 28.6%
Market entry Strategies	47 31.3%	3 37.5%	2 18.2%	5 41.7%	2 25.0%	2 66.7%	0 0.0%	6 31.6%	5 26.3%	2 66.7%	8 38.1%	3 20.0%	7 30.4%	2 28.6%
e-commerce	38 25.3%	1 12.5% k	2 18.2% k	6 50.0% gjm	4 50.0% gjm	0 0.0%	0 0.0%	2 10.5% cdK	4 21.1% K	1 33.3%	2 9.5% cdK	11 73.3% abeGHJL M	5 21.7% K	0 0.0% cdK
New products	34 22.7%	3 37.5% b	0 0.0% ach	5 41.7% bl	2 25.0%	1 33.3%	0 0.0%	5 26.3%	8 42.1% bl	1 33.3%	3 14.3%	2 13.3%	2 8.7% ch	2 28.6%

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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Innovation	33 22.0%	4 50.0% gkl	1 9.1% cm	6 50.0% bgkL	3 37.5%	0 0.0%	0 0.0%	2 10.5% acm	5 26.3%	1 33.3%	4 19.0%	1 6.7% acm	2 8.7% aCM	4 57.1% bgkL
Pricing	31 20.7%	2 25.0%	0 0.0% d	3 25.0%	4 50.0% bj	1 33.3%	0 0.0%	4 21.1%	5 26.3%	1 33.3%	2 9.5% d	3 20.0%	4 17.4%	2 28.6%
Sales	28 18.7%	1 12.5%	1 9.1%	4 33.3%	3 37.5%	0 0.0%	0 0.0%	3 15.8%	5 26.3%	0 0.0%	4 19.0%	4 26.7%	3 13.0%	0 0.0%
Market selection	27 18.0%	0 0.0% i	1 9.1%	2 16.7%	1 12.5%	0 0.0%	0 0.0%	4 21.1%	5 26.3%	2 66.7% al	5 23.8%	2 13.3%	3 13.0% i	2 28.6%
Customer service	24 16.0%	1 12.5%	1 9.1%	4 33.3%	2 25.0%	0 0.0%	0 0.0%	2 10.5%	4 21.1%	1 33.3%	4 19.0%	3 20.0%	2 8.7%	0 0.0%
Distribution	19 12.7%	2 25.0%	0 0.0%	2 16.7%	1 12.5%	0 0.0%	0 0.0%	2 10.5%	3 15.8%	1 33.3%	3 14.3%	2 13.3%	2 8.7%	1 14.3%
Stock market performance	2 1.3%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Brand	35 85.4%	16 94.1%	31 91.2%	8 88.9%	26 89.7%	17 94.4%	34 82.9%	25 86.2%	13 100.0%	15 88.2%	11 91.7%	9 100.0%	28 96.6%
Advertising	31 75.6% cf	13 76.5% f	32 94.1% a	8 88.9%	25 86.2%	18 100.0% ab	30 73.2% eg	25 86.2%	12 92.3%	16 94.1%	12 100.0% af	6 66.7% eg	28 96.6% af
Digital marketing	29 70.7% cEf	15 88.2%	31 91.2% a	7 77.8%	28 96.6% A	17 94.4% a	29 70.7% dG	24 82.8%	12 92.3%	17 100.0% a	11 91.7%	8 88.9%	28 96.6% A
Social media	29 70.7% c	14 82.4%	32 94.1% ae	7 77.8%	22 75.9% c	15 83.3%	28 68.3% de	23 79.3%	12 92.3%	16 94.1% a	12 100.0% a	7 77.8%	23 79.3%
Public relations	29 70.7%	11 64.7%	26 76.5%	6 66.7%	21 72.4%	10 55.6%	30 73.2%	19 65.5%	11 84.6%	12 70.6%	8 66.7%	7 77.8%	17 58.6%
Marketing analytics	25 61.0%	9 52.9%	24 70.6%	5 55.6%	20 69.0%	15 83.3%	24 58.5%	17 58.6%	10 76.9%	12 70.6%	9 75.0%	5 55.6%	23 79.3%
Promotion	23 56.1%	13 76.5%	24 70.6%	4 44.4%	20 69.0%	12 66.7%	24 58.5% d	17 58.6% d	8 61.5% d	16 94.1% abcfg	9 75.0%	5 55.6% d	19 65.5% d
Positioning	21 51.2% f	12 70.6%	24 70.6%	4 44.4% f	19 65.5%	15 83.3% ad	21 51.2% g	18 62.1%	9 69.2%	12 70.6%	7 58.3%	7 77.8%	23 79.3% a
Marketing research	19 46.3% ef	11 64.7%	21 61.8% d	2 22.2% cEF	22 75.9% aD	15 83.3% aD	19 46.3% G	19 65.5%	7 53.8% g	11 64.7% g	6 50.0% g	4 44.4% g	25 86.2% Acef
Lead generation	23 56.1%	12 70.6%	22 64.7%	6 66.7%	14 48.3%	12 66.7%	23 56.1%	17 58.6%	5 38.5% d	14 82.4% c	8 66.7%	5 55.6%	17 58.6%

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?

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Insight	21 51.2%	8 47.1%	16 47.1% e	2 22.2% e	21 72.4% cd	10 55.6%	18 43.9% g	16 55.2%	6 46.2%	7 41.2% g	8 66.7%	4 44.4%	21 72.4% ad
Customer experience	20 48.8%	8 47.1%	18 52.9%	2 22.2%	16 55.2%	8 44.4%	21 51.2%	13 44.8%	7 53.8%	6 35.3%	6 50.0%	5 55.6%	16 55.2%
Competitive intelligence	22 53.7%	9 52.9%	13 38.2%	4 44.4%	15 51.7%	6 33.3%	21 51.2% f	13 44.8%	5 38.5%	6 35.3% e	9 75.0% dF	1 11.1% aEg	16 55.2% f
Customer relationship management	21 51.2% d	7 41.2%	11 32.4%	1 11.1% a	12 41.4%	6 33.3%	23 56.1% d	10 34.5%	5 38.5%	4 23.5% a	4 33.3%	3 33.3%	11 37.9%
Revenue growth	12 29.3%	7 41.2%	15 44.1%	2 22.2%	10 34.5%	3 16.7%	13 31.7%	11 37.9%	4 30.8%	7 41.2%	5 41.7%	3 33.3%	6 20.7%
Market entry strategies	11 26.8%	4 23.5%	15 44.1% d	0 0.0% ce	12 41.4% d	3 16.7%	11 26.8%	8 27.6%	5 38.5%	8 47.1%	5 41.7%	3 33.3%	7 24.1%
e-commerce	10 24.4%	4 23.5%	9 26.5%	1 11.1%	8 27.6%	6 33.3%	11 26.8%	8 27.6%	1 7.7%	4 23.5%	4 33.3%	2 22.2%	8 27.6%
New products	11 26.8%	2 11.8%	6 17.6%	1 11.1%	11 37.9%	2 11.1%	11 26.8% b	2 6.9% acE	4 30.8% b	4 23.5%	6 50.0% Bg	2 22.2%	5 17.2% e
Innovation	7 17.1%	4 23.5%	4 11.8% d	4 44.4% c	9 31.0%	4 22.2%	8 19.5% E	4 13.8% E	3 23.1% e	2 11.8% E	9 75.0% ABcDFG	1 11.1% E	6 20.7% E
Pricing	12 29.3% f	2 11.8%	8 23.5%	0 0.0%	7 24.1%	1 5.6% a	11 26.8%	6 20.7%	3 23.1%	3 17.6%	3 25.0%	0 0.0%	5 17.2%

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?

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Sales	14 34.1% E	4 23.5%	5 14.7%	1 11.1%	2 6.9% A	2 11.1%	16 39.0% BcfG	3 10.3% A	1 7.7% a	4 23.5%	2 16.7%	0 0.0% a	2 6.9% A
Market selection	10 24.4%	3 17.6%	4 11.8%	1 11.1%	7 24.1%	1 5.6%	9 22.0%	5 17.2%	2 15.4%	2 11.8%	5 41.7% g	1 11.1%	3 10.3% e
Customer service	11 26.8%	2 11.8%	6 17.6%	0 0.0%	3 10.3%	2 11.1%	11 26.8% g	5 17.2%	2 15.4%	2 11.8%	2 16.7%	0 0.0%	2 6.9% a
Distribution	4 9.8%	4 23.5% f	6 17.6%	1 11.1%	4 13.8%	0 0.0% b	6 14.6%	5 17.2%	0 0.0%	3 17.6%	2 16.7%	1 11.1%	2 6.9%
Stock market performance	1 2.4%	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	0 0.0%

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Brand	51 89.5%	40 85.1%	23 92.0%	21 100.0%	51 91.1%	45 88.2%	35 92.1%
Advertising	52 91.2%	34 72.3%	23 92.0%	20 95.2%	43 76.8%	47 92.2%	34 89.5%
	b	ad		b	b	a	
Digital marketing	48 84.2%	37 78.7%	24 96.0%	20 95.2%	46 82.1%	44 86.3%	34 89.5%
Social media	45 78.9%	40 85.1%	21 84.0%	15 71.4%	45 80.4%	39 76.5%	32 84.2%
Public relations	43 75.4%	37 78.7%	12 48.0%	12 57.1%	40 71.4%	37 72.5%	23 60.5%
	c	C	aB				
Marketing analytics	37 64.9%	31 66.0%	17 68.0%	15 71.4%	35 62.5%	36 70.6%	25 65.8%
Promotion	43 75.4%	29 61.7%	13 52.0%	13 61.9%	37 66.1%	35 68.6%	23 60.5%
	c		a				
Positioning	36 63.2%	30 63.8%	16 64.0%	15 71.4%	33 58.9%	33 64.7%	27 71.1%
Marketing research	37 64.9%	26 55.3%	16 64.0%	12 57.1%	31 55.4%	32 62.7%	25 65.8%
Lead generation	41 71.9%	31 66.0%	8 32.0%	9 42.9%	31 55.4%	28 54.9%	27 71.1%
	Cd	C	AB	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?

	Primary Economic Sector				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Insight	31 54.4%	23 48.9%	17 68.0%	9 42.9%	23 41.1%	30 58.8%	22 57.9%
Customer experience	25 43.9%	21 44.7%	16 64.0%	12 57.1%	24 42.9%	27 52.9%	20 52.6%
Competitive intelligence	35 61.4% bd	19 40.4% a	11 44.0%	6 28.6% a	18 32.1% B	32 62.7% A	18 47.4%
Customer relationship management	21 36.8%	16 34.0%	14 56.0%	9 42.9%	19 33.9%	21 41.2%	17 44.7%
Revenue growth	18 31.6%	16 34.0%	10 40.0%	5 23.8%	16 28.6%	17 33.3%	15 39.5%
Market entry Strategies	19 33.3%	15 31.9%	9 36.0%	4 19.0%	17 30.4%	14 27.5%	14 36.8%
e-commerce	16 28.1%	6 12.8% C	12 48.0% Bd	4 19.0% c	5 8.9% Bc	22 43.1% A	10 26.3% a
New products	13 22.8%	8 17.0%	7 28.0%	6 28.6%	9 16.1%	15 29.4%	9 23.7%
Innovation	11 19.3%	9 19.1%	6 24.0%	7 33.3%	8 14.3% c	12 23.5%	12 31.6% a
Pricing	16 28.1% b	4 8.5% ad	5 20.0%	6 28.6% b	7 12.5%	14 27.5%	8 21.1%

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

Topic 9: Marketing Leadership

What is marketing primarily responsible for in your firm?

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Sales	10 17.5%	9 19.1%	6 24.0%	3 14.3%	10 17.9%	8 15.7%	9 23.7%
Market selection	12 21.1%	10 21.3%	4 16.0%	1 4.8%	7 12.5%	13 25.5%	6 15.8%
Customer service	7 12.3%	7 14.9%	6 24.0%	4 19.0%	6 10.7%	9 17.6%	8 21.1%
Distribution	8 14.0%	5 10.6%	4 16.0%	2 9.5%	6 10.7%	8 15.7%	5 13.2%
Stock market performance	1 1.8%	1 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.3%

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

Topic 9: Marketing Leadership

How important is marketing’s role in each of the following strategic activities (1=Not at all important to 7=Very important)?

	Total	Industry Sector														
		Banking	Finance	Communi-	Consumer	Consumer	Education	Energy	Healthcare	Manufac-	Mining	Service	Retail	Tech	Transportation	
		Insurance	RealEstate	cations	Packaged	Services			Pharm	turing	Construct-	Consulting	Wholesale	Software		
		A		Media	Goods	D	E	F	G	H	ion	J	K	Biotech	L	
				B	C						I				M	
<u>Customer experience</u>																
N	152	8	11	12	8	3	1	20	19	3	22	15	23	7		
Mean	5.01	5.88	5.00	5.25	4.75	5.00	6.00	5.35	5.00	6.33	4.77	4.73	4.65	4.71		
SD	1.88	1.73	1.84	1.76	2.38	1.73	---	1.93	1.89	1.15	1.85	1.62	2.25	1.80		
<u>Revenue growth</u>																
N	152	8	11	12	8	3	1	20	18	3	23	15	23	7		
Mean	5.39	5.13	4.27	6.42	5.63	6.00	5.00	6.20	5.22	5.33	4.87	4.87	5.70	5.14		
SD	1.56	2.36	1.42	0.79	1.69	1.73	---	1.06	1.26	0.58	1.98	1.41	1.40	1.57		
			CGL	BHijKm				BhjK	Cg	c	cg	CG	B	c		
<u>Pricing</u>																
N	150	8	10	12	8	3	1	19	19	3	22	15	23	7		
Mean	3.55	3.88	2.10	5.00	4.88	5.67	2.00	3.53	3.42	2.67	2.59	3.47	3.87	3.43		
SD	2.05	2.42	1.29	1.54	2.36	1.53	---	2.01	2.06	1.53	1.76	2.13	2.07	1.90		
			CDEI	BghiJk	BJ	BJ		c	c	c	CDEI	c	bj			
<u>Innovation</u>																
N	150	8	10	12	8	3	1	19	19	3	22	15	23	7		
Mean	4.61	4.75	4.20	6.42	4.75	4.33	4.00	4.42	4.89	2.67	3.91	4.53	4.65	4.71		
SD	1.86	2.12	1.62	1.00	2.31	0.58	---	1.80	1.91	1.53	1.69	1.64	1.94	2.36		
		c	C	aBdEGhIJ	c	C		C	c	C	C	C	C	C		
				KLm												

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

Topic 9: Marketing Leadership

How important is marketing's role in each of the following strategic activities (1=Not at all Important to 7=Very Important)?

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
<u>Customer experience</u>													
N	42	17	34	9	30	18	42	29	13	17	12	9	30
Mean	5.29	4.65	5.03	4.33	5.23	4.56	5.38	5.28	4.00	4.59	5.33	5.11	4.73
SD	2.18	1.73	1.82	1.80	1.70	1.82	1.95	1.89	2.08	1.80	1.23	2.09	1.80
							c		a				
<u>Revenue growth</u>													
N	43	17	34	9	29	18	43	29	13	17	12	9	29
Mean	5.60	5.18	5.38	4.44	5.38	5.39	5.40	5.66	4.77	5.18	5.42	5.78	5.38
SD	1.75	1.59	1.69	1.67	1.01	1.50	1.76	1.52	2.01	1.63	1.08	0.83	1.40
				e		d							
<u>Pricing</u>													
N	42	17	34	9	28	18	42	29	13	17	12	9	28
Mean	4.40	3.18	3.15	1.78	3.79	3.11	4.26	3.45	3.15	2.88	3.50	3.44	3.21
SD	2.20	1.74	1.91	1.09	2.01	1.91	2.11	2.06	2.19	1.80	2.24	1.67	1.97
	bcDf	ad	ad	AbcE	D	a	dg			a			a
<u>Innovation</u>													
N	42	17	34	9	28	18	42	29	13	17	12	9	28
Mean	5.00	4.59	4.21	3.89	4.86	4.28	4.93	4.72	4.15	4.12	5.08	4.78	4.25
SD	1.87	1.66	1.81	1.96	1.78	2.11	1.92	1.77	2.12	1.69	1.83	1.86	1.86

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

Topic 9: Marketing Leadership

How important is marketing's role in each of the following strategic activities (1=Not at all Important to 7=Very Important)?

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
<u>Customer experience</u>							
N	57	47	25	22	57	51	38
Mean	4.86	5.00	5.28	5.00	4.88	4.86	5.29
SD	1.91	1.89	1.59	2.14	2.10	1.87	1.64
<u>Revenue growth</u>							
N	56	48	25	22	57	50	39
Mean	5.52	5.21	5.80	4.91	5.26	5.22	5.67
SD	1.25	1.62	1.58	2.00	1.69	1.31	1.72
<u>Pricing</u>							
N	57	47	24	22	57	51	38
Mean	3.86	3.04	4.00	3.32	3.35	3.47	3.92
SD	2.09	1.77	2.13	2.30	2.09	2.01	2.01
	b	ac	b				
<u>Innovation</u>							
N	57	47	24	22	57	51	38
Mean	4.72	4.13	5.33	4.55	4.47	4.59	4.76
SD	1.83	1.85	1.63	1.99	2.02	1.68	1.92
		C	B				

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	Communi- cations	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Yes	28 18.5%	1 12.5%	3 30.0%	1 8.3%	1 14.3%	0 0.0%	0 0.0%	2 10.5%	1 5.3%	0 0.0%	3 13.0%	6 40.0%	8 33.3%	2 28.6%	
No	123 81.5%	7 87.5%	7 70.0%	11 91.7%	6 85.7%	3 100.0%	1 100.0%	17 89.5%	18 94.7%	3 100.0%	20 87.0%	9 60.0%	16 66.7%	5 71.4%	

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?

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Yes	7 16.7% ef	2 11.8% f	7 20.6% e	4 44.4% E	0 0.0% acDF	8 44.4% abE	6 14.3%	5 17.2%	3 23.1%	3 17.6%	2 16.7%	1 10.0%	8 28.6%
No	35 83.3% ef	15 88.2% f	27 79.4% e	5 55.6% E	29 100.0% acDF	10 55.6% abE	36 85.7%	24 82.8%	10 76.9%	14 82.4%	10 83.3%	9 90.0%	20 71.4%

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				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Yes	10 17.2%	8 16.7%	6 25.0%	4 19.0%	10 17.9%	8 15.4%	10 25.6%
No	48 82.8%	40 83.3%	18 75.0%	17 81.0%	46 82.1%	44 84.6%	29 74.4%

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

Topic 9: Marketing Leadership

Which of the following types of political activism do you think are appropriate for your brand? (check all that you believe are appropriate):

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Allowing employees to speak out on political issues	38 52.8%	3 50.0%	2 50.0%	2 33.3%	2 100.0%	1 50.0%	0 0.0%	4 66.7%	1 12.5%	0 0.0%	7 63.6%	4 40.0%	10 71.4%	2 66.7%
Making changes to products and services in response to political issues	34 47.2%	3 50.0%	2 50.0%	5 83.3%	2 100.0%	1 50.0%	0 0.0%	2 33.3%	2 25.0%	0 0.0%	3 27.3%	5 50.0%	8 57.1%	1 33.3%
Having executives speak out on political issues	24 33.3%	0 0.0%	2 50.0%	1 16.7%	1 50.0%	1 50.0%	0 0.0%	2 33.3%	3 37.5%	0 0.0%	2 18.2%	5 50.0%	5 35.7%	2 66.7%
Using marketing communications to speak out on political issues	20 27.8%	0 0.0%	3 75.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 12.5%	0 0.0%	3 27.3%	5 50.0%	6 42.9%	0 0.0%
Selecting partners on the basis of political Stance	17 23.6%	0 0.0%	2 50.0%	2 33.3%	2 100.0%	0 0.0%	0 0.0%	1 16.7%	2 25.0%	0 0.0%	2 18.2%	2 20.0%	4 28.6%	0 0.0%

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

Topic 9: Marketing Leadership

Which of the following types of political activism do you think are appropriate for your brand? (check all that you believe are appropriate):

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Allowing employees to speak out on political issues	9 47.4%	6 75.0%	9 50.0%	3 50.0%	4 40.0%	7 70.0%	9 50.0%	6 42.9%	2 28.6%	6 66.7%	5 71.4%	2 100.0%	8 53.3%
Making changes to products and services in response to political issues	10 52.6%	2 25.0%	7 38.9%	3 50.0%	6 60.0%	5 50.0%	9 50.0%	7 50.0%	3 42.9%	4 44.4%	3 42.9%	0 0.0%	8 53.3%
Having executives to speak out on political issues	5 26.3% f	1 12.5% f	7 38.9% ef	3 50.0% e	0 0.0% cdF	8 80.0% abcE	4 22.2% g	4 28.6%	3 42.9%	2 22.2%	1 14.3%	1 50.0%	9 60.0% a
Using marketing communications speak out on political issues	6 31.6%	1 12.5% f	5 27.8% f	1 16.7%	0 0.0% F	7 70.0% bcE	5 27.8%	4 28.6%	2 28.6%	2 22.2%	0 0.0% g	0 0.0%	7 46.7% e
Selecting partners on the basis of political Stance	6 31.6%	2 25.0%	3 16.7%	2 33.3%	0 0.0% f	4 40.0% e	4 22.2%	3 21.4%	3 42.9%	2 22.2%	0 0.0%	0 0.0%	5 33.3%

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

Topic 9: Marketing Leadership

Which of the following types of political activism do you think are appropriate for your brand? (check all that you believe are appropriate):

	Primary Economic Sector				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	Allowing employees to speak out on political issues	15 50.0%	12 60.0%	6 46.2%	5 55.6%	14 53.8%	14 56.0%
Making changes to products and services in response to political issues	14 46.7%	7 35.0%	8 61.5%	5 55.6%	10 38.5%	13 52.0%	9 47.4%
Having executives speak out on political issues	9 30.0%	5 25.0%	7 53.8%	3 33.3%	7 26.9%	8 32.0%	9 47.4%
Using marketing communications to speak out on political issues	7 23.3%	5 25.0%	6 46.2%	2 22.2%	8 30.8%	6 24.0%	6 31.6%
Selecting partners on the basis of political stance	4 13.3%	5 25.0%	5 38.5%	3 33.3%	9 34.6%	4 16.0%	4 21.1%

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

Topic 9: Marketing Leadership

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment (check all that are likely or that your company has already taken)

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Changing products and/or services	62 72.9%	2 66.7%	3 50.0%	5 83.3%	4 80.0%	0 0.0%	1 100.0%	6 75.0%	8 61.5%	2 66.7%	6 75.0%	10 83.3%	9 69.2%	6 85.7%
Changing partners	48 56.5%	3 100.0%	2 33.3%	4 66.7%	3 60.0%	0 0.0%	1 100.0%	2 25.0%	7 53.8%	2 66.7%	5 62.5%	7 58.3%	9 69.2%	3 42.9%
Changing marketing promotions	42 49.4%	2 66.7%	1 16.7%	4 66.7%	3 60.0%	0 0.0%	1 100.0%	5 62.5%	7 53.8%	1 33.3%	5 62.5%	4 33.3%	8 61.5%	1 14.3%
Changing distribution	29 34.1%	2 66.7% h	1 16.7%	3 50.0%	3 60.0% h	0 0.0%	0 0.0%	2 25.0%	1 7.7% adk	1 33.3%	2 25.0%	6 50.0% h	5 38.5%	3 42.9%
Changing market selection	17 20.0%	2 66.7% k	1 16.7%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	2 25.0%	2 15.4%	1 33.3%	2 25.0%	1 8.3% a	2 15.4%	3 42.9%
Changing brand	11 12.9%	0 0.0%	1 16.7%	2 33.3% h	0 0.0%	0 0.0%	1 100.0% gHjk	0 0.0% f	0 0.0% cFi	1 33.3% h	0 0.0% f	1 8.3% f	3 23.1%	2 28.6%

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

Topic 9: Marketing Leadership

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment (check all that are likely or that your company has already taken)

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Changing products and/or services	17 70.8%	5 83.3%	12 75.0%	4 44.4%	15 78.9%	9 81.8%	14 70.0%	11 78.6%	4 57.1%	6 60.0%	7 70.0%	7 87.5%	13 81.3%
Changing partners	15 62.5%	2 33.3%	8 50.0%	4 44.4%	12 63.2%	7 63.6%	13 65.0%	5 35.7%	3 42.9%	7 70.0%	6 60.0%	5 62.5%	9 56.3%
Changing marketing promotions	8 33.3% Bc	6 100.0% Adef	11 68.8% a	3 33.3% b	10 52.6% b	4 36.4% b	6 30.0% d	8 57.1%	4 57.1%	7 70.0% a	6 60.0%	4 50.0%	7 43.8%
Changing distribution	6 25.0%	2 33.3%	7 43.8%	3 33.3%	5 26.3%	6 54.5%	4 20.0% g	6 42.9%	1 14.3%	4 40.0%	2 20.0%	3 37.5%	9 56.3% a
Changing market selection	6 25.0%	2 33.3%	3 18.8%	0 0.0%	4 21.1%	2 18.2%	4 20.0%	3 21.4%	2 28.6%	1 10.0%	2 20.0%	2 25.0%	3 18.8%
Changing brand	2 8.3%	0 0.0%	2 12.5%	2 22.2%	3 15.8%	2 18.2%	1 5.0%	2 14.3%	1 14.3%	1 10.0%	3 30.0%	1 12.5%	2 12.5%

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

Topic 9: Marketing Leadership

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment (check all that are likely or that your company has already taken)

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Changing products and/or services	24 75.0%	18 64.3%	12 80.0%	8 80.0%	22 78.6%	21 70.0%	17 70.8%
Changing partners	16 50.0%	19 67.9%	9 60.0%	4 40.0%	18 64.3%	16 53.3%	13 54.2%
Changing marketing promotions	19 59.4%	12 42.9%	5 33.3%	6 60.0%	13 46.4%	18 60.0%	10 41.7%
Changing distribution	10 31.3%	7 25.0%	8 53.3%	4 40.0%	8 28.6%	11 36.7%	10 41.7%
Changing market selection	6 18.8%	7 25.0%	2 13.3%	2 20.0%	4 14.3%	6 20.0%	6 25.0%
Changing brand	3 9.4%	5 17.9%	2 13.3%	1 10.0%	2 7.1%	5 16.7%	4 16.7%

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

Topic 10: Marketing Analytics

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

Number Mean SD	Total	Industry Sector												
		Banking Finance Insurance RealEstate	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M
...Do you currently spend on marketing analytics?	136 6.05 6.50	7 4.00 4.24 i	10 9.40 7.63	11 4.45 3.91 i	8 3.38 3.29 i	2 13.06 15.64	1 20.00 ---	16 4.13 5.98 i	16 6.45 6.09	3 14.33 9.81 acdgkl	18 5.57 7.46	14 5.08 6.19 i	24 5.71 5.44 i	6 9.69 7.70
...Will you spend on marketing analytics in the next three years?	135 9.45 9.48	7 6.00 4.65	10 10.60 7.52	11 5.82 4.71	8 6.00 3.34 i	2 19.71 25.04	1 20.00 ---	16 8.78 10.17	15 11.69 11.14	3 13.33 7.64 d	18 9.02 10.57	14 9.00 8.97	24 10.01 10.33	6 11.90 12.87

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

Topic 10: Marketing Analytics

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
...Do you currently spend on marketing analytics?	38 4.55 5.09	16 6.32 6.63	28 5.50 5.94	9 6.67 5.96	28 7.04 7.63	17 8.08 8.21	39 4.67 4.71	26 6.54 6.53	11 4.25 5.54	13 5.38 5.12	11 7.56 7.90	10 4.30 3.40	26 8.76 9.10
...Will you spend on marketing analytics in the next three years?	38 7.75 7.67	16 11.71 10.14	27 8.27 9.02	9 9.89 8.04	28 10.60 10.85	17 10.85 11.74	39 7.86 7.46	25 11.14 8.88	11 5.41 5.17	13 9.49 9.19	11 11.36 10.77	10 6.00 4.35	26 12.41 13.67

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

Topic 10: Marketing Analytics

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
...Do you currently spend on marketing analytics?	53 5.47 5.44	42 6.86 7.07	21 6.15 7.35	20 5.76 7.18	50 4.00 5.36	50 6.87 6.58	35 7.30 6.74
					bc	a	a
...Will you spend on marketing analytics in the next three years?	52 9.89 9.17	42 9.71 9.17	21 8.45 10.40	20 8.79 10.49	49 8.19 8.65	50 9.72 9.52	35 10.09 9.78

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

Topic 10: Marketing Analytics

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

Number Mean SD	Total	Industry Sector													
		Banking	Finance	Communi- cations	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Percent of projects	135	7	10	11	8	2	1	17	15	3	18	13	24	6	
	37.67	55.00	58.50	49.55	61.25	90.00	33.00	35.88	27.13	51.67	18.72	27.85	37.13	17.50	
	33.24	40.52	36.59	29.62	28.13	14.14	---	29.54	33.95	40.72	24.16	28.32	33.44	22.75	
		j	hJkm	Jm	hJkM	ghJkLM		e	bde		aBCDE	bde	e	bcDE	

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

Topic 10: Marketing Analytics

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

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Percent of projects	37	17	28	9	27	16	38	27	11	13	10	10	26
	32.05	34.53	36.96	40.56	40.81	48.13	37.24	31.52	49.55	30.15	44.50	43.50	38.54
	33.52	34.38	32.13	39.17	34.91	29.94	35.60	30.13	33.20	39.51	31.04	35.52	30.78

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

Topic 10: Marketing Analytics

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

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Percent of projects	51	42	21	21	49	49	35
	34.02	27.26	46.43	58.57	26.39	37.69	53.57
	32.35	31.30	30.99	31.90	32.14	30.68	33.51
	D	cD	b	AB	C	c	Ab

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

Topic 10: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

	Total	Industry Sector													
		Banking	Finance	Communi- cations	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Yes	76 53.1%	6 75.0% j	9 81.8% dJl	8 66.7%	2 28.6% b	1 50.0%	1 100.0%	8 44.4%	8 50.0%	3 100.0% j	6 30.0% aBim	8 57.1%	10 41.7% bm	6 85.7% jl	
No	67 46.9%	2 25.0% j	2 18.2% dJl	4 33.3%	5 71.4% b	1 50.0%	0 0.0%	10 55.6%	8 50.0%	0 0.0% j	14 70.0% aBim	6 42.9%	14 58.3% bm	1 14.3% jl	

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

Topic 10: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

	Sales Revenue						Number of Employees						
	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Yes	12 31.6% eF	10 58.8%	13 43.3% F	5 55.6%	19 63.3% a	15 88.2% AC	14 35.9% eg	15 53.6%	7 53.8%	8 57.1%	8 72.7% a	5 50.0%	19 67.9% a
No	26 68.4% eF	7 41.2%	17 56.7% F	4 44.4%	11 36.7% a	2 11.8% AC	25 64.1% eg	13 46.4%	6 46.2%	6 42.9%	3 27.3% a	5 50.0%	9 32.1% a

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

Topic 10: Marketing Analytics

Does your company formally evaluate the quality of marketing analytics?

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Yes	26 48.1%	23 51.1%	15 65.2%	12 57.1%	21 41.2%	26 52.0%	24 66.7%
					c		a
No	28 51.9%	22 48.9%	8 34.8%	9 42.9%	30 58.8%	24 48.0%	12 33.3%
					c		a

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

Topic 10: Marketing Analytics

In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?

Number Mean SD	Total	Industry Sector													
		Banking	Finance	Communi- cations	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M	
In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?	138 34.56 28.50	7 48.29 36.59	11 47.73 32.17	11 33.91 27.08	7 47.86 35.22	2 75.00 35.36	1 24.00 ---	17 39.88 27.80	15 22.60 23.64	3 26.67 25.17	20 24.95 25.26	14 25.43 29.46	24 35.71 25.50	6 35.83 25.86	
			hj			hjk			be		be		e		

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

Topic 10: Marketing Analytics

In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?

Number Mean SD	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?	37	16	31	8	28	16	37	27	13	14	11	10	26
	31.11	40.06	35.58	18.00	31.93	49.63	32.16	35.93	29.92	32.71	29.82	34.60	41.85
	29.45	32.57	25.11	23.25	28.46	27.68	30.12	28.89	24.77	26.84	26.97	30.53	29.86
	f			f		ad							

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

Topic 10: Marketing Analytics

In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?

Number Mean SD	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
In what percent of the time do you perform experiments to understand the impact of your marketing actions on customers?	52 28.63 21.82	44 30.95 28.52	22 44.09 33.63	20 47.40 32.90	49 26.14 24.00	49 29.45 26.62	36 50.42 28.70
	cD	d	a	Ab	C	C	AB

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 Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
1=Not At All	18 12.4%	1 12.5%	0 0.0%	2 18.2%	1 12.5%	0 0.0%	0 0.0%	2 11.1%	3 17.6%	0 0.0%	4 19.0%	1 7.1%	3 12.5%	1 14.3%
2=2	21 14.5%	1 12.5%	1 9.1%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	4 22.2%	4 23.5%	0 0.0%	4 19.0%	3 21.4%	3 12.5%	0 0.0%
3=3	25 17.2%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	3 16.7%	2 11.8%	2 66.7%	6 28.6%	4 28.6%	6 25.0%	0 0.0%
4=4	22 15.2%	1 12.5%	2 18.2%	2 18.2%	2 25.0%	0 0.0%	0 0.0%	2 11.1%	2 11.8%	0 0.0%	2 9.5%	2 14.3%	5 20.8%	2 28.6%
5=5	29 20.0%	2 25.0%	5 45.5%	2 18.2%	1 12.5%	0 0.0%	0 0.0%	4 22.2%	2 11.8%	1 33.3%	4 19.0%	3 21.4%	3 12.5%	2 28.6%
6=6	19 13.1%	1 12.5%	1 9.1%	5 45.5%	3 37.5%	0 0.0%	0 0.0%	1 5.6%	4 23.5%	0 0.0%	1 4.8%	0 0.0%	1 4.2%	2 28.6%
7=Very Highly	11 7.6%	2 25.0%	1 9.1%	0 0.0%	0 0.0%	2 100.0%	0 0.0%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	3 12.5%	0 0.0%
Mean	3.86	4.63 j	4.64 J	4.55 j	4.25	7.00	3.00	3.72	3.47	3.67	3.05 aBc	3.50	3.71	4.43

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?

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
1=Not At All	5 12.8%	3 17.6%	2 6.5%	2 22.2%	4 13.3%	1 5.9%	5 12.5%	4 14.8%	2 15.4%	2 13.3%	1 8.3%	2 20.0%	2 7.1%
2=2	11 28.2%	3 17.6%	3 9.7%	1 11.1%	3 10.0%	0 0.0%	11 27.5%	3 11.1%	1 7.7%	3 20.0%	0 0.0%	0 0.0%	3 10.7%
3=3	7 17.9%	3 17.6%	6 19.4%	3 33.3%	5 16.7%	1 5.9%	7 17.5%	5 18.5%	4 30.8%	1 6.7%	5 41.7%	1 10.0%	2 7.1%
4=4	8 20.5%	0 0.0%	5 16.1%	3 33.3%	4 13.3%	2 11.8%	7 17.5%	3 11.1%	1 7.7%	2 13.3%	2 16.7%	3 30.0%	4 14.3%
5=5	4 10.3%	4 23.5%	8 25.8%	0 0.0%	9 30.0%	3 17.6%	4 10.0%	7 25.9%	4 30.8%	3 20.0%	3 25.0%	3 30.0%	5 17.9%
6=6	3 7.7%	3 17.6%	4 12.9%	0 0.0%	4 13.3%	5 29.4%	4 10.0%	4 14.8%	1 7.7%	3 20.0%	1 8.3%	1 10.0%	5 17.9%
7=Very Highly	1 2.6%	1 5.9%	3 9.7%	0 0.0%	1 3.3%	5 29.4%	2 5.0%	1 3.7%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	7 25.0%
Mean	3.21 cF	3.71 f	4.23 adf	2.78 cF	3.90 F	5.41 AbcDE	3.35 G	3.81	3.54	3.93	3.75	3.80	4.79 A

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

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Internet Sales %		
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	1=Not At All	6 11.1%	7 15.2%	2 8.7%	3 13.6%	13 24.5%	5 9.8%
2=2	11 20.4%	7 15.2%	2 8.7%	1 4.5%	11 20.8%	8 15.7%	1 2.8%
3=3	12 22.2%	10 21.7%	2 8.7%	1 4.5%	10 18.9%	10 19.6%	5 13.9%
4=4	10 18.5%	5 10.9%	2 8.7%	5 22.7%	6 11.3%	8 15.7%	8 22.2%
5=5	7 13.0%	10 21.7%	6 26.1%	6 27.3%	11 20.8%	10 19.6%	6 16.7%
6=6	7 13.0%	4 8.7%	4 17.4%	4 18.2%	2 3.8%	9 17.6%	8 22.2%
7=Very Highly	1 1.9%	3 6.5%	5 21.7%	2 9.1%	0 0.0%	1 2.0%	8 22.2%
Mean	3.48 Cd	3.61 c	4.74 Ab	4.36 a	2.94 BC	3.80 AC	5.08 AB

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

Topic 10: Marketing Analytics

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

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
We prove the impact quantitatively	51 34.9%	3 37.5%	5 45.5%	4 36.4%	3 37.5%	2 100.0%	0 0.0%	7 41.2%	3 15.8%	1 33.3%	9 45.0%	4 26.7%	7 29.2%	3 42.9%
We have a good qualitative sense of the impact, but not a quantitative impact	64 43.8%	4 50.0%	6 54.5%	6 54.5%	5 62.5%	0 0.0%	1 100.0%	6 35.3%	11 57.9%	1 33.3%	5 25.0%	5 33.3%	11 45.8%	3 42.9%
We haven't been able to show the impact yet	31 21.2%	1 12.5%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	4 23.5%	5 26.3%	1 33.3%	6 30.0%	6 40.0%	6 25.0%	1 14.3%

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?

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
We prove the impact quantitatively	8 21.1% cF	5 29.4% f	14 43.8% a	2 22.2% f	9 30.0% f	12 66.7% Abde	10 25.6% G	5 17.9% G	6 46.2%	6 40.0%	4 33.3%	3 30.0%	17 58.6% AB
We have a good qualitative sense of the impact, but not a quantitative impact	19 50.0%	9 52.9%	12 37.5%	5 55.6%	14 46.7%	4 22.2%	18 46.2%	15 53.6% g	6 46.2%	7 46.7%	5 41.7%	6 60.0% g	7 24.1% bf
We haven't been able to show the impact yet	11 28.9%	3 17.6%	6 18.8%	2 22.2%	7 23.3%	2 11.1%	11 28.2%	8 28.6%	1 7.7%	2 13.3%	3 25.0%	1 10.0%	5 17.2%

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

Topic 10: Marketing Analytics

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

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
We prove the impact quantitatively	13 23.2% cd	15 32.6%	12 52.2% a	11 52.4% a	12 22.6% C	16 31.4% c	20 54.1% Ab
We have a good qualitative sense of the impact, but not a quantitative impact	29 51.8%	19 41.3%	8 34.8%	8 38.1%	23 43.4%	28 54.9% c	11 29.7% b
We haven't been able to show the impact yet	14 25.0%	12 26.1%	3 13.0%	2 9.5%	18 34.0% b	7 13.7% a	6 16.2%

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?

	Total	Industry Sector													
		Banking	Finance	Communi-	Consumer	Consumer	Education	Energy	Healthcare	Manufac-	Mining	Service	Retail	Tech	Transportation
		Insurance	RealEstate	cations	Packaged	Services			Pharm	turing	Construct-	Consulting	Wholesale	Software	
		Media		Media	Goods						ion			Biotech	
		A		B	C	D	E	F	G	H	I	J	K	L	M
Total	265 100.0%	20 7.5%	23 8.7%	21 7.9%	11 4.2%	8 3.0%	4 1.5%	35 13.2%	23 8.7%	5 1.9%	35 13.2%	26 9.8%	41 15.5%	13 4.9%	
<u>Currently</u> Mean	2.11	2.71 h	3.50 dgHJKl	2.45 eh	1.63 bE	5.50 cDgHJKl	2.00	1.94 be	1.35 aBcEIM	3.67 Hjk	1.70 BEi	1.50 BEi	2.13 be	2.67 H	
<u>Next three years</u> Mean	3.48	4.25 h	5.22 dGHjK	3.40	3.13 b	7.00	5.00	3.05 B	2.38 aBiLM	4.33 h	3.14 b	2.79 Bm	3.78 h	4.29 Hk	

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? (1=Not at all, 7= Very important)

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Number	265	20	23	21	11	8	4	35	23	5	35	26	41	13
Percent	100.0%	7.5%	8.7%	7.9%	4.2%	3.0%	1.5%	13.2%	8.7%	1.9%	13.2%	9.8%	15.5%	4.9%
<u>Currently</u>														
N	140	7	10	11	8	2	1	18	17	3	20	14	23	6
Mean	2.11	2.71	3.50	2.45	1.63	5.50	2.00	1.94	1.35	3.67	1.70	1.50	2.13	2.67
SD	1.65	2.36	1.96	1.63	0.92	2.12	---	1.80	0.70	2.89	1.30	1.09	1.60	1.51
		h	dgHJKI	eh	bE	cDgHJKI		be	aBcEIM	Hjk	BEi	BEi	be	H
<u>Next three years</u>														
N	141	8	9	10	8	2	1	19	16	3	21	14	23	7
Mean	3.48	4.25	5.22	3.40	3.13	7.00	5.00	3.05	2.38	4.33	3.14	2.79	3.78	4.29
SD	1.95	2.38	1.56	2.17	1.64	0.00	---	1.84	1.15	2.31	2.13	1.37	2.00	1.70
		h	dGHjK		b			B	aBiLM	h	b	Bm	h	Hk

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?
(1=Not at all, 7= Very important)

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Number	71	32	45	16	56	40	72	45	18	30	21	15	63
Percent	27.3%	12.3%	17.3%	6.2%	21.5%	15.4%	27.3%	17.0%	6.8%	11.4%	8.0%	5.7%	23.9%

Currently

N	39	17	29	9	28	16	39	28	13	12	11	10	27
Mean	1.41	2.35	2.41	2.11	2.25	2.88	1.64	1.75	2.23	2.67	2.18	2.10	2.85
SD	1.02	1.97	1.84	1.62	1.69	1.78	1.31	1.40	1.48	2.67	1.47	0.99	1.88
	bCeF	a	A		a	A	G	g					Ab

Next three years

N	37	17	29	9	30	17	37	27	12	15	12	10	28
Mean	2.65	3.65	4.14	3.11	3.50	4.12	2.84	3.22	4.00	3.80	3.42	3.50	4.18
SD	1.77	2.23	2.17	1.62	1.78	1.76	1.97	1.74	2.52	2.08	1.62	1.78	1.85
	CF		A			A	G						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?
(1=Not at all, 7= Very important)

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Number	96	77	51	40	102	77	67
Percent	36.4%	29.2%	19.3%	15.2%	41.5%	31.3%	27.2%

Currently

N	54	42	22	22	52	48	35
Mean	1.80	2.10	2.64	2.41	1.77	1.90	2.80
SD	1.46	1.57	1.92	1.84	1.46	1.39	1.92
	c		a		C	c	Ab

Next three years

N	53	43	23	22	52	49	36
Mean	3.13	3.53	3.91	3.73	3.02	3.20	4.33
SD	1.84	2.07	2.02	1.88	1.75	1.84	2.12
					C	c	Ab

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

Topic 10: Marketing Analytics

How is your company using AI in its marketing activities? (check all that apply)

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Programmatic advertising and media buying (i.e., AI buys ad space to target customer in real-time)	36 46.2%	1 16.7% bc	7 87.5% agij	5 83.3% a	2 66.7%	1 100.0%	0 0.0%	2 25.0% b	4 40.0%	0 0.0% b	3 30.0% b	3 50.0%	6 50.0%	2 40.0%
Content personalization	35 44.9%	1 16.7%	6 75.0% h	2 33.3%	1 33.3%	1 100.0%	0 0.0%	4 50.0%	2 20.0% bl	0 0.0%	5 50.0%	2 33.3%	8 66.7% h	3 60.0%
Targeting decisions	28 35.9%	1 16.7%	4 50.0%	3 50.0%	2 66.7%	1 100.0%	0 0.0%	5 62.5% hj	1 10.0% g	1 50.0%	1 10.0% g	1 16.7%	5 41.7%	3 60.0%
Improving marketing ROI by optimizing marketing content and timing	28 35.9%	1 16.7%	3 37.5%	0 0.0% efg	0 0.0%	1 100.0% c	1 100.0% c	5 62.5% c	5 50.0%	0 0.0%	3 30.0%	2 33.3%	5 41.7%	2 40.0%
Predictive analytics for customer insights	27 34.6%	2 33.3%	3 37.5%	3 50.0%	1 33.3%	0 0.0%	1 100.0%	6 75.0% hj	1 10.0% g	0 0.0%	1 10.0% g	2 33.3%	5 41.7%	2 40.0%
Customer segmentation	22 28.2%	3 50.0%	3 37.5%	1 16.7%	1 33.3%	0 0.0%	0 0.0%	1 12.5%	1 10.0%	1 50.0%	2 20.0%	3 50.0%	4 33.3%	2 40.0%

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

Topic 10: Marketing Analytics

How is your company using AI in its marketing activities? (check all that apply)

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Conversational AI for customer service (i.e., chatbots, virtual assistants)	20 25.6%	2 33.3%	1 12.5%	2 33.3%	0 0.0%	1 100.0%	0 0.0%	4 50.0%	2 20.0%	0 0.0%	1 10.0%	1 16.7%	4 33.3%	2 40.0%
Augmented and virtual reality	15 19.2%	2 33.3%	1 12.5%	1 16.7%	1 33.3%	0 0.0%	0 0.0%	1 12.5%	2 20.0%	2 100.0%	2 20.0%	1 16.7%	1 8.3%	1 20.0%
Next best offer	8 10.3%	2 33.3%	1 12.5%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	2 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 20.0%
Autonomous objects/ systems (i.e., personal assistance robots, delivery drones, self-driving cars)	5 6.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	2 16.7%	0 0.0%
Facial recognition and visual search	5 6.4%	2 33.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	1 20.0%
Biometrics also known as chipping (i.e., body or hand implants)	3 3.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3%	0 0.0%

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

Topic 10: Marketing Analytics

How is your company using AI in its marketing activities? (check all that apply)

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Programmatic advertising and media buying (i.e., AI buys ad space to target customer in real-time)	1 8.3% bCf	4 57.1% a	13 65.0% A	3 50.0%	7 38.9%	8 57.1% a	2 15.4% bcg	9 64.3% a	6 75.0% a	3 33.3%	3 42.9%	2 33.3%	11 52.4% a
Content personalization	6 50.0%	3 42.9%	11 55.0% e	3 50.0%	4 22.2% c	8 57.1%	7 53.8%	5 35.7%	5 62.5%	4 44.4%	1 14.3%	4 66.7%	9 42.9%
Targeting decisions	2 16.7% f	3 42.9%	6 30.0%	1 16.7%	6 33.3%	9 64.3% a	4 30.8%	2 14.3% g	2 25.0%	3 33.3%	3 42.9%	2 33.3%	12 57.1% b
Improving marketing ROI by optimizing marketing content and timing	2 16.7% f	3 42.9%	4 20.0% f	2 33.3%	7 38.9%	9 64.3% ac	3 23.1%	3 21.4% g	1 12.5% g	5 55.6%	1 14.3%	3 50.0%	12 57.1% bc
Predictive analytics for customer insights	3 25.0%	2 28.6%	2 10.0% deF	3 50.0% c	8 44.4% c	8 57.1% C	3 23.1%	4 28.6%	0 0.0% efG	1 11.1% g	4 57.1% c	3 50.0% c	12 57.1% Cd
Customer segmentation	3 25.0%	2 28.6%	5 25.0%	1 16.7%	5 27.8%	5 35.7%	3 23.1%	3 21.4%	2 25.0%	2 22.2%	4 57.1% f	0 0.0% e	8 38.1%

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

Topic 10: Marketing Analytics

How is your company using AI in its marketing activities? (check all that apply)

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Conversational AI for customer service (i.e., chatbots, virtual assistants)	1 8.3% f	1 14.3%	5 25.0%	2 33.3%	3 16.7% f	8 57.1% ae	2 15.4%	2 14.3%	0 0.0% g	3 33.3%	3 42.9%	1 16.7%	9 42.9% c
Augmented and virtual reality	2 16.7%	1 14.3%	3 15.0%	1 16.7%	5 27.8%	3 21.4%	4 30.8%	2 14.3%	0 0.0%	3 33.3%	2 28.6%	0 0.0%	4 19.0%
Next best offer	1 8.3%	2 28.6% ce	0 0.0% bf	1 16.7%	0 0.0% bf	4 28.6% ce	2 15.4%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	4 19.0%
Autonomous objects/ systems (i.e., personal assistance robots, delivery drones, self-driving cars)	1 8.3%	0 0.0%	1 5.0%	0 0.0%	1 5.6%	2 14.3%	1 7.7%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	3 14.3%
Facial recognition and visual search	1 8.3%	0 0.0%	0 0.0% f	1 16.7%	0 0.0% f	3 21.4% ce	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	3 14.3%
Biometrics also known as chipping (i. e., body or hand implants)	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	1 7.1%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%

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

Topic 10: Marketing Analytics

How is your company using AI in its marketing activities? (check all that apply)

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Programmatic advertising and media buying (i.e., AI buys ad space to target customer in real-time)	11 50.0%	5 18.5%	11 68.8%	9 69.2%	8 36.4%	13 52.0%	13 50.0%
	b	aCD	B	B			
Content personalization	8 36.4%	15 55.6%	7 43.8%	5 38.5%	10 45.5%	11 44.0%	12 46.2%
Targeting decisions	6 27.3%	8 29.6%	7 43.8%	7 53.8%	7 31.8%	8 32.0%	11 42.3%
Improving marketing ROI by optimizing marketing content and timing	8 36.4%	10 37.0%	5 31.3%	5 38.5%	9 40.9%	9 36.0%	6 23.1%
Predictive analytics for customer insights	6 27.3%	9 33.3%	7 43.8%	5 38.5%	6 27.3%	11 44.0%	8 30.8%
Customer segmentation	6 27.3%	6 22.2%	8 50.0%	2 15.4%	4 18.2%	8 32.0%	8 30.8%

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

Topic 10: Marketing Analytics

How is your company using AI in its marketing activities? (check all that apply)

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Conversational AI for customer service (i.e., chatbots, virtual assistants)	7 31.8%	4 14.8%	3 18.8%	6 46.2%	4 18.2%	7 28.0%	8 30.8%
		d		b			
Augmented and virtual reality	4 18.2%	5 18.5%	2 12.5%	4 30.8%	6 27.3%	5 20.0%	4 15.4%
Next best offer	1 4.5%	4 14.8%	0 0.0%	3 23.1%	1 4.5%	2 8.0%	5 19.2%
Autonomous objects/ systems (i.e., personal assistance robots, delivery drones, self-driving cars)	1 4.5%	1 3.7%	1 6.3%	2 15.4%	2 9.1%	1 4.0%	2 7.7%
Facial recognition and visual search	3 13.6%	0 0.0%	0 0.0%	2 15.4%	0 0.0%	1 4.0%	4 15.4%
		d		b			
Biometrics also known as chipping (i. e., body or hand implants)	1 4.5%	1 3.7%	0 0.0%	1 7.7%	2 9.1%	1 4.0%	0 0.0%

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? (1=Not at all, 7=Very important)

	Total	Industry Sector													
		Banking	Finance	Communi- cations	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare Pharm	Manufac- turing	Mining Construct- ion	Service Consulting	Retail Wholesale	Tech Software Biotech	Transpor- tation
		A	B	C	D	E	F	G	H	I	J	K	L	M	
Number	265	20	23	21	11	8	4	35	23	5	35	26	41	13	
Percent	100.0%	7.5%	8.7%	7.9%	4.2%	3.0%	1.5%	13.2%	8.7%	1.9%	13.2%	9.8%	15.5%	4.9%	
<u>Currently</u>															
N	140	8	10	11	8	2	1	17	16	3	20	14	24	6	
Mean	1.36	1.00	1.10	2.18	1.25	2.50	1.00	1.71	1.38	1.00	1.30	1.07	1.17	1.50	
SD	1.01	0.00	0.32	1.54	0.71	2.12	---	1.72	1.02	0.00	0.92	0.27	0.64	0.84	
			ce	bKl		bKl						cE	Ce		
<u>Next three years</u>															
N	140	8	10	10	8	2	1	18	15	3	21	14	23	7	
Mean	1.94	1.50	2.40	2.80	1.75	3.50	2.00	2.22	1.47	1.67	1.76	1.71	1.70	2.43	
SD	1.43	0.53	2.01	1.93	1.04	3.54	---	1.73	1.06	0.58	1.37	0.83	1.33	1.51	
				h						c					

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? (1=Not at all, 7=Very important)

	Sales Revenue						Number of Employees						
	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<100	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	A	B	C	D	E	F	G
Number	71	32	45	16	56	40	72	45	18	30	21	15	63
Percent	27.3%	12.3%	17.3%	6.2%	21.5%	15.4%	27.3%	17.0%	6.8%	11.4%	8.0%	5.7%	23.9%

Currently

N	41	17	29	9	27	16	41	29	12	12	11	10	25
Mean	1.22	1.82	1.31	1.56	1.22	1.50	1.32	1.41	1.25	1.17	1.55	1.30	1.48
SD	0.79	1.78	0.93	1.33	0.58	0.97	1.13	1.05	0.87	0.58	1.29	0.67	1.05

Next three years

N	40	17	29	9	27	17	40	27	12	15	11	10	25
Mean	1.90	2.24	1.86	1.78	1.85	2.12	2.00	2.04	1.75	1.40	2.18	1.50	2.20
SD	1.57	1.99	1.38	1.39	1.06	1.22	1.66	1.60	1.22	0.91	1.33	0.97	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? (1=Not at all, 7=Very important)

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Number	96	77	51	40	102	77	67
Percent	36.4%	29.2%	19.3%	15.2%	41.5%	31.3%	27.2%

Currently

N	55	42	21	22	54	48	36
Mean	1.25	1.45	1.48	1.36	1.22	1.44	1.50
SD	0.87	1.21	0.98	1.00	0.82	0.99	1.30

Next three years

N	53	45	20	22	53	49	36
Mean	1.68	2.09	2.15	2.05	1.66	2.00	2.22
SD	1.27	1.62	1.46	1.36	1.18	1.38	1.79

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your company?

	Total	Sales Revenue						Number of Employees						
		<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Technology [Software/Biotech]	41 15.5%	11 15.5%	5 15.6%	6 13.3%	2 12.5%	8 14.3%	8 20.0%	9 12.5%	8 17.8%	4 22.2%	4 13.3%	1 4.8%	2 13.3%	13 20.6%
Healthcare/ Pharmaceuticals	35 13.2%	8 11.3%	8 25.0%	5 11.1%	2 12.5%	6 10.7%	5 12.5%	8 11.1%	7 15.6%	2 11.1%	4 13.3%	3 14.3%	1 6.7%	10 15.9%
Professional Services/ Consulting	35 13.2%	15 21.1% dF	3 9.4%	10 22.2% dF	0 0.0% ac	5 8.9%	1 2.5% AC	15 20.8% g	4 8.9%	3 16.7%	5 16.7%	2 9.5%	1 6.7%	5 7.9% a
Retail/Wholesale	26 9.8%	6 8.5% F	1 3.1% F	2 4.4% F	1 6.3%	5 8.9% f	11 27.5% ABCe	6 8.3%	2 4.4% g	0 0.0% g	2 6.7%	3 14.3%	1 6.7%	12 19.0% bc
Communications/ Media	23 8.7%	10 14.1%	2 6.3%	2 4.4%	3 18.8% f	4 7.1%	1 2.5% d	10 13.9%	3 6.7%	2 11.1%	2 6.7%	1 4.8%	1 6.7%	4 6.3%
Manufacturing	23 8.7%	5 7.0%	2 6.3%	4 8.9%	3 18.8%	6 10.7%	2 5.0%	5 6.9%	5 11.1%	2 11.1%	3 10.0%	2 9.5%	2 13.3%	4 6.3%
Consumer Packaged Goods	21 7.9%	4 5.6%	1 3.1%	4 8.9%	2 12.5%	5 8.9%	5 12.5%	2 2.8% bf	6 13.3% a	2 11.1%	2 6.7%	1 4.8%	3 20.0% a	5 7.9%
Banking/Finance/ Insurance/Real Estate	20 7.5%	5 7.0%	2 6.3%	5 11.1%	0 0.0%	5 8.9%	3 7.5%	9 12.5%	2 4.4%	0 0.0%	2 6.7%	2 9.5%	1 6.7%	4 6.3%

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your company?

	Total	Sales Revenue						Number of Employees						
		<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F	<100 A	100- 499 B	500- 999 C	1,000- 2,499 D	2,500- 4,999 E	5000- 9999 F	10,000+ G
Transportation	13 4.9%	1 1.4%	2 6.3%	3 6.7%	1 6.3%	3 5.4%	3 7.5%	1 1.4%	4 8.9%	1 5.6%	1 3.3%	2 9.5%	1 6.7%	3 4.8%
Consumer Services	11 4.2%	3 4.2%	2 6.3%	1 2.2%	1 6.3%	3 5.4%	1 2.5%	4 5.6%	1 2.2%	0 0.0%	1 3.3%	1 4.8%	2 13.3%	2 3.2%
Education	8 3.0%	1 1.4%	3 9.4%	3 6.7%	0 0.0%	1 1.8%	0 0.0%	1 1.4%	2 4.4%	2 11.1%	2 6.7%	0 0.0%	0 0.0%	1 1.6%
Mining/Construction	5 1.9%	2 2.8%	0 0.0%	0 0.0%	0 0.0%	3 5.4%	0 0.0%	2 2.8%	0 0.0%	0 0.0%	1 3.3%	2 9.5%	0 0.0%	0 0.0%
Energy	4 1.5%	0 0.0%	1 3.1%	0 0.0%	1 6.3%	2 3.6%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	1 3.3%	1 4.8%	0 0.0%	0 0.0%

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your company?

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Technology [Software/Biotech]	33 34.4% BCD	5 6.5% A	3 5.9% A	0 0.0% A	15 14.7%	12 15.6%	11 16.4%
Healthcare/ Pharmaceuticals	11 11.5% d	8 10.4% d	5 9.8%	10 25.0% ab	21 20.6% C	8 10.4%	4 6.0% A
Professional Services/ Consulting	2 2.1% Bd	29 37.7% ACD	0 0.0% Bd	4 10.0% aBc	16 15.7%	11 14.3%	7 10.4%
Retail/Wholesale	8 8.3% bC	1 1.3% aC	16 31.4% ABD	1 2.5% C	5 4.9% b	11 14.3% a	5 7.5%
Communications/ Media	5 5.2%	9 11.7%	5 9.8%	4 10.0%	5 4.9%	6 7.8%	9 13.4%
Manufacturing	20 20.8% BCD	3 3.9% A	0 0.0% A	0 0.0% A	9 8.8%	8 10.4%	5 7.5%
Consumer Packaged Goods	6 6.3% C	3 3.9% C	12 23.5% ABD	0 0.0% C	4 3.9% B	12 15.6% A	4 6.0%
Banking/Finance/ Insurance/Real Estate	5 5.2%	8 10.4%	3 5.9%	4 10.0%	11 10.8%	3 3.9%	6 9.0%

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

Appendix: Firm-level Descriptive Information

Which industry sector best describes your company?

	Primary Economic Sector				Internet Sales %		
	B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
	A	B	C	D	A	B	C
Transportation	2 2.1%	5 6.5%	3 5.9%	3 7.5%	4 3.9%	2 2.6%	5 7.5%
Consumer Services	0 0.0% D	0 0.0% D	0 0.0% D	11 27.5% ABC	4 3.9%	2 2.6%	5 7.5%
Education	2 2.1%	2 2.6%	3 5.9%	1 2.5%	2 2.0%	0 0.0% c	5 7.5% b
Mining/Construction	1 1.0%	3 3.9%	1 2.0%	0 0.0%	4 3.9%	1 1.3%	0 0.0%
Energy	1 1.0%	1 1.3%	0 0.0%	2 5.0%	2 2.0%	1 1.3%	1 1.5%

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

Appendix: Firm-level Descriptive Information

What was your firm's sales revenue in last 12 months?

	Total	Industry Sector												
		Banking Finance Insurance RealEstate A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare Pharm G	Manufac- turing H	Mining Construct- ion I	Service Consulting J	Retail Wholesale K	Tech Software Biotech L	Transpor- tation M
Less than \$25 million	71 27.3%	5 25.0%	10 45.5% m	4 19.0%	3 27.3%	1 12.5%	0 0.0%	8 23.5%	5 22.7%	2 40.0%	15 44.1% m	6 23.1%	11 27.5%	1 7.7% bj
\$26-99 million	32 12.3%	2 10.0%	2 9.1%	1 4.8% e	2 18.2%	3 37.5% cjk	1 25.0%	8 23.5% k	2 9.1%	0 0.0%	3 8.8% e	1 3.8% eg	5 12.5%	2 15.4%
\$100-499 million	45 17.3%	5 25.0%	2 9.1%	4 19.0%	1 9.1%	3 37.5% k	0 0.0%	5 14.7%	4 18.2%	0 0.0%	10 29.4% k	2 7.7% ej	6 15.0%	3 23.1%
\$500-999 million	16 6.2%	0 0.0% f	3 13.6% j	2 9.5%	1 9.1%	0 0.0%	1 25.0% aJ	2 5.9%	3 13.6% j	0 0.0%	0 0.0% bFh	1 3.8%	2 5.0%	1 7.7%
\$1-2.5 billion	25 9.6%	3 15.0%	1 4.5% i	3 14.3%	1 9.1%	0 0.0%	0 0.0%	1 2.9% I	3 13.6%	2 40.0% bGI	3 8.8%	3 11.5%	3 7.5% i	2 15.4%
\$2.6-5 billion	16 6.2%	1 5.0% f	0 0.0% Fi	0 0.0% Fi	1 9.1%	1 12.5%	2 50.0% aBCghJkL	3 8.8% f	1 4.5% f	1 20.0% bc	1 2.9% F	2 7.7% f	2 5.0% F	1 7.7%
\$5.1-9.9 billion	15 5.8%	1 5.0%	3 13.6%	2 9.5%	1 9.1%	0 0.0%	0 0.0%	2 5.9%	2 9.1%	0 0.0%	1 2.9%	0 0.0%	3 7.5%	0 0.0%
\$10-49 billion	28 10.8%	2 10.0%	1 4.5% k	5 23.8% j	1 9.1%	0 0.0%	0 0.0%	3 8.8% k	1 4.5% k	0 0.0%	1 2.9% cKm	8 30.8% bghJl	3 7.5% k	3 23.1% j
\$50-100 billion	6 2.3%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	1 3.8%	3 7.5%	0 0.0%
More than \$100+ billion	6 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.9%	0 0.0%	0 0.0%	0 0.0%	2 7.7%	2 5.0%	0 0.0%

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

Appendix: Firm-level Descriptive Information

What was your firm's sales revenue in last 12 months?

	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
Less than \$25 million	30 32.3% c	25 32.5% c	8 16.0% ab	8 20.5%	71 100.0% BCDEF	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	0 0.0% A	36 35.6% b	14 18.2% a	21 31.3%
\$26-99 million	11 11.8%	12 15.6% c	2 4.0% bd	7 17.9% c	0 0.0% B	32 100.0% ACDEF	0 0.0% B	0 0.0% B	0 0.0% B	0 0.0% B	17 16.8%	7 9.1%	8 11.9%
\$100-499 million	15 16.1%	16 20.8%	8 16.0%	6 15.4%	0 0.0% C	0 0.0% C	45 100.0% ABDEF	0 0.0% C	0 0.0% C	0 0.0% C	14 13.9%	15 19.5%	15 22.4%
\$500-999 million	8 8.6%	3 3.9%	3 6.0%	2 5.1%	0 0.0% D	0 0.0% D	0 0.0% D	16 100.0% ABCEF	0 0.0% D	0 0.0% D	6 5.9%	6 7.8%	4 6.0%
\$1-2.5 billion	6 6.5%	9 11.7%	7 14.0%	3 7.7%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% E	25 44.6% ABCDF	0 0.0% E	11 10.9%	7 9.1%	3 4.5%
\$2.6-5 billion	6 6.5%	4 5.2%	3 6.0%	3 7.7%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% e	16 28.6% ABCdF	0 0.0% E	4 4.0%	7 9.1%	3 4.5%
\$5.1-9.9 billion	4 4.3%	3 3.9%	4 8.0%	3 7.7%	0 0.0% E	0 0.0% E	0 0.0% E	0 0.0% e	15 26.8% ABCdF	0 0.0% E	6 5.9% c	5 6.5% c	0 0.0% ab
\$10-49 billion	7 7.5% C	3 3.9% Cd	12 24.0% AB	6 15.4% b	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	0 0.0% F	28 70.0% ABCDE	6 5.9%	9 11.7%	9 13.4%
\$50-100 billion	4 4.3%	0 0.0%	1 2.0%	1 2.6%	0 0.0% F	0 0.0% f	0 0.0% F	0 0.0% F	0 0.0% F	6 15.0% AbCE	0 0.0% b	4 5.2% a	2 3.0%
More than \$100+ billion	2 2.2%	2 2.6%	2 4.0%	0 0.0%	0 0.0% F	0 0.0% f	0 0.0% F	0 0.0% F	0 0.0% F	6 15.0% AbCE	1 1.0%	3 3.9%	2 3.0%

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