



# **Covid-19 and the State of Marketing**

The **CMO** Survey<sup>®</sup> 

**Report of Results by  
Firm & Industry Characteristics**

Special Edition—June 2020

# The CMO Survey<sup>®</sup>

## Covid-19 and the State of Marketing

### Special Edition of The CMO Survey – June 2020

It has been over 100 years since our world has faced a pandemic of Covid-19's magnitude. The economic and social disruptions caused by the virus will continue for many months and a "new normal" for business seems likely in the long run. As a profession, business function, and organizational activity, marketing sits at the center of corporate responses to these challenges as companies shift their go-to-market activities.

This Special Edition of The CMO Survey provides the marketing profession with an understanding of how marketing activities, spending, jobs, and performance have been influenced by the upheavals of the past three months. Reflecting marketing's special position at the boundary between business and the marketplace, this Special Edition offers forward-looking insights regarding customer behavior, economic forecasts, and managing growth during these uncertain times. Drawing on the power of The CMO Survey's longitudinal view of marketing, we develop leadership lessons applicable across periods of crisis and into the future.

I hope these benchmarks will be useful to you and your company as you navigate this historic period.

My very best for your continued health and prosperity,



Christine Moorman  
T. Austin Finch, Sr. Professor of Business Administration  
Fuqua School of Business, Duke University  
Founder and Director, The CMO Survey<sup>®</sup>

# Special Edition of The CMO Survey – June 2020

## Survey Sample

2654 marketing leaders at U.S. for-profit companies; 274 responded for a 10.32% response rate; 97% of respondents are VP-level or above.

## Survey Administration

The survey was in field from May 5-27, 2020. It was administered via email with follow-up reminders.

## Reports

- [\*Topline Report\*](#) offers an aggregate view of Survey results
- [\*Highlights and Insights Report\*](#) shares key Survey metrics and trends over time
- [\*Report of Results by Firm and Industry Characteristics\*](#) displays Survey results by sectors, size, and sales

## Overview of 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.

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 survey is an objective source of information about marketing and a non-commercial service dedicated to improving the field of marketing.

Sponsors: Deloitte LLP, Duke University's Fuqua School of Business, and the American Marketing Association. 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.

**Deloitte.**



## Table of Contents

### **Topic 1: Macroeconomic Forecasts**

---

- [1](#) Are you more or less optimistic about the U.S. economy compared to last quarter?
- [4](#) Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.
- [7](#) Are you more or less optimistic about your own company compared to last quarter?
- [10](#) Rate your optimism about your own company on a scale from 0-100 with 0 being the least optimistic.

### **Topic 2: Customer Behavior**

---

- [13](#) Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Low price
- [16](#) Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior product quality
- [19](#) Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Superior innovation
- [22](#) Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Excellent service
- [25](#) Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Trusting relationship
- Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic:
  - [28](#) (a) Lower likelihood to buy; (b) Lower likelihood to purchase online
  - [31](#) (c) Unwillingness to pay full price; (d) Weaker loyalty levels
  - [34](#) (e) Increased value placed on digital experiences; (f) Lower in person marketing engagement
  - [37](#) (g) More online research before purchasing; (h) Increased openness to new digital offerings introduced during the pandemic
  - [40](#) (i) More reviews/bloggging/posting about brands online; (j) Greater acknowledgement of companies' attempts to do "good"
  - [43](#) (k) Weaker concerns about privacy; (l) New customers have been attracted to our products and services
- [46](#) When do you think each customer behavior will return to pre-pandemic levels: Lower likelihood to buy
- [49](#) When do you think each customer behavior will return to pre-pandemic levels: Lower likelihood to purchase online
- [52](#) When do you think each customer behavior will return to pre-pandemic levels: Unwillingness to pay full price
- [55](#) When do you think each customer behavior will return to pre-pandemic levels: Weaker loyalty levels
- [58](#) When do you think each customer behavior will return to pre-pandemic levels: Increased value placed on digital experiences

### **Topic 3: Firm Performance**

---

- [61](#) Rate your firm's performance during the last 2 months in the Covid-19 pandemic: Sales revenue, Profits, and Customer acquisition
- [64](#) Offer your best estimate regarding how each performance metric will look in 12 months: Sales revenue, Profits, and Customer acquisition

#### **Topic 4: Marketing Spending**

---

- [67](#) What percentage of your firm's overall budget does marketing currently account for?
- [70](#) Marketing expenses account for what percent of your firm's revenues?
- [73](#) What percent of your marketing budget has been lost or gained due to Covid-19 in the prior 2 months?
- [76](#) When do you anticipate these marketing budgets returning to pre-pandemic levels: Overall marketing budget
- [79](#) When do you anticipate these marketing budgets returning to pre-pandemic levels: Nondigital marketing budget
- [82](#) When do you anticipate these marketing budgets returning to pre-pandemic levels: Digital marketing budget
- [85](#) By what percent has your overall marketing spending changed in the prior 12 months?
- [88](#) What is your company's percentage change in overall marketing spending during the next 12 months?
- [91](#) Note your company's percentage change in spending during the next 12 months in each area.
- [94](#) What percent of your marketing budget is spent on initiatives related to customer experience?
- [97](#) What percent of your marketing budget is currently devoted to training and development?

#### **Topic 5: Marketing Jobs**

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- [100](#) What percent of marketing jobs in your company were lost due the Covid-19 pandemic?
- [103](#) When do you anticipate these marketing jobs returning to pre-pandemic levels?
- [106](#) How have you used your marketing employees during the pandemic?
- [112](#) By what percentage will your firm's marketing hires change in the next year?
- [115](#) Has the percentage of outsourced marketing activities changed in the wake of the Covid-19 pandemic?
- [118](#) When thinking about future marketing talent needs, what skills would you prioritize in the hiring process?

#### **Topic 6: Mobile and Social Media Marketing**

---

- [124](#) What percent of your marketing budget did you spend on mobile activities during the pandemic? In one year?
- [127](#) To what degree has the use of mobile marketing contributed to your company's performance during the pandemic?
- [130](#) How is your company's spend on mobile marketing allocated across apps and website investments optimized for usability?
- [133](#) What percent of your marketing budget did you spend on social media during the pandemic? In one year?
- [136](#) To what degree has the use of social media contributed to your company's performance during the pandemic?
- [139](#) For what purposes has your firm used social media during the pandemic?
- [145](#) What percentage of your marketing budget involves the use of any type of influencer strategy?
- [148](#) What influencer activities are most important to your marketing strategy?

#### **Topic 7: Managing Marketing**

---

- [154](#) To what degree was marketing prepared to face the pandemic and its economic impact?
- [157](#) To what degree has marketing improvised to generate new strategies during the pandemic?
- [160](#) What types of information has your company used to guide your marketing strategies during the pandemic?
- [166](#) What percent of the time did you perform experiments to understand the impact of your marketing actions on customers during the pandemic?
- [169](#) What marketing objectives have you been focused on during the pandemic: Building brand value that connects with customers
- [172](#) What marketing objectives have you been focused on during the pandemic: Increasing customer awareness of brand/company

- [175](#) What marketing objectives have you been focused on during the pandemic: Acquiring new customers
- [178](#) What marketing objectives have you been focused on during the pandemic: Retaining current customers
- [181](#) What marketing objectives have you been focused on during the pandemic: Improving marketing ROI
- [184](#) Considering marketing opportunities, what activities have you shifted resources to during the pandemic?
- [190](#) How well did the marketing strategies used during the Covid-19 pandemic work to keep your company afloat in the short-term?
- [193](#) Taking your best guess, how well do you think the marketing strategies used during the Covid-19 pandemic will help your company survive in the long-term?
- [196](#) Taking your best guess, to what degree do you think the marketing strategies used during the Covid-19 pandemic will be important opportunities for your company in the long-term?
- [199](#) How much time do you spend managing the present versus preparing for the future of marketing in your company?
- [202](#) How much marketing effort has been focused on “building and managing the funnel” versus “non-funnel related” marketing activities during the pandemic?

### **Topic 8: Marketing Leadership**

---

- [205](#) How has the role of marketing in your company changed during the Covid-19 pandemic?
- [208](#) Do you believe it is appropriate for your brand to take a stance on politically-charged issues?
- [211](#) Rate your agreement with the following statements related to using your brand to take a stand on politically-charged issues relative to the Covid-19 pandemic.
- [214](#) 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.
- [217](#) Rate your agreement with the following statements relative to the Covid-19 pandemic and your company’s sustainability efforts.

### **Topic 9: Managing Growth in Uncertain Times**

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- [220](#) Allocate 100 points to reflect how your firm will grow during the next 12 months.
- [223](#) What percent of your marketing budget do you spend on domestic markets?
- [226](#) Has the percentage of marketing budget spent on domestic markets changed in the wake of the Covid-19 pandemic?
- [229](#) What percent of your marketing budget does your company spend targeting the market in China?
- [232](#) What percentage of your firm’s sales is domestic?
- [235](#) What percentage of your firm’s sales is through the Internet?



**Topic 1: Macroeconomic Forecasts**

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

N=245	Total	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	19 7.8%	4 4.8%	11 13.9%	4 9.8%	0 0.0%	5 6.3%	8 10.4%	6 7.4%
		b	ad	d	bc			
2=No Change	17 6.9%	7 8.3%	7 8.9%	2 4.9%	1 2.5%	4 5.1%	6 7.8%	5 6.2%
1=Less	209 85.3%	73 86.9%	61 77.2%	35 85.4%	39 97.5%	70 88.6%	63 81.8%	70 86.4%
			D		B			
Mean	1.22	1.18	1.37	1.24	1.03	1.18	1.29	1.21
			D	d	Bc			

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





**Topic 1: Macroeconomic Forecasts**

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

	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
3=More	19 7.8%	0 0.0% fgim	3 13.0%	1 5.0%	0 0.0%	0 0.0%	1 25.0% ak	5 18.5% akl	3 12.0%	1 20.0% ak	2 7.4%	0 0.0% fgim	1 2.8% g	2 20.0% ak
2=No Change	17 6.9%	1 4.2%	1 4.3%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	3 11.1% 1	3 12.0% 1	0 0.0%	3 11.1% 1	4 14.8% 1	0 0.0% ghjk	1 10.0%
1=Less	209 85.3%	23 95.8% gm	19 82.6%	18 90.0%	14 100.0% gm	3 100.0%	3 75.0%	19 70.4% adL	19 76.0% 1	4 80.0%	22 81.5% 1	23 85.2%	35 97.2% GhjM	7 70.0% adL
Mean	1.22	1.04 fghm	1.30	1.15	1.00	1.00	1.50 a	1.48 aL	1.36 al	1.40	1.26	1.15	1.06 Ghm	1.50 al

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





**Topic 1: Macroeconomic Forecasts**

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

N=245	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
3=More	19 7.8%	10 14.1% f	2 8.3%	4 9.1%	0 0.0%	3 5.4%	0 0.0% a	11 16.9% G	4 8.3%	2 12.5%	1 4.2%	0 0.0%	0 0.0%	1 1.9% A
2=No Change	17 6.9%	6 8.5%	1 4.2%	3 6.8%	0 0.0%	6 10.7%	1 3.4%	6 9.2%	1 2.1% e	2 12.5%	0 0.0% e	4 20.0% bd	0 0.0%	4 7.5%
1=Less	209 85.3%	55 77.5% df	21 87.5%	37 84.1%	18 100.0% a	47 83.9%	28 96.6% a	48 73.8% bdfg	43 89.6% a	12 75.0% f	23 95.8% a	16 80.0%	18 100.0% ac	48 90.6% a
Mean	1.22	1.37 f	1.21	1.25	1.00	1.21	1.03 a	1.43 dG	1.19	1.38	1.08 a	1.20	1.00	1.11 A

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



**Topic 1: Macroeconomic Forecasts**

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	Optimism rating	245	84	79	41	40	79	77
	50.88	54.04	52.62	47.08	44.71	50.95	53.22	49.03
	20.91	21.20	21.74	19.97	18.50	19.55	21.75	21.42
		d			a			

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



**Topic 1: Macroeconomic Forecasts**

**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	245	24	23	20	14	3	4	27	25	5	27	27	36	10
	50.88	48.26	45.61	46.85	43.88	46.67	56.25	59.01	55.20	55.00	53.75	53.15	48.33	46.65
	20.91	18.50	23.05	19.30	20.11	23.63	16.01	20.99	19.39	25.50	26.58	18.97	18.09	24.77
			g	g	g			bcdl					g	

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



**Topic 1: Macroeconomic Forecasts**

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

Number Mean SD	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
Optimism rating	245	71	24	44	18	56	29	65	48	16	24	20	18	53
	50.88	54.15	47.92	50.48	49.06	52.25	45.02	52.68	52.29	48.81	46.67	52.65	48.56	50.05
	20.91	21.13	21.46	21.40	19.99	21.32	19.48	22.20	20.13	18.49	20.47	21.85	22.80	20.75
		f					a							

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



## Topic 1: Macroeconomic Forecasts

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

	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D	A	B	C
3=More	74 30.2%	24 28.6%	23 29.1%	19 46.3% d	8 20.0% c	22 27.8%	28 36.4%	20 24.7%
2=No Change	57 23.3%	22 26.2%	20 25.3%	5 12.2%	10 25.0%	21 26.6%	16 20.8%	20 24.7%
1=Less	114 46.5%	38 45.2%	36 45.6%	17 41.5%	22 55.0%	36 45.6%	33 42.9%	41 50.6%
Mean	1.84	1.83	1.84	2.05 d	1.65 c	1.82	1.94	1.74

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



**Topic 1: Macroeconomic Forecasts**

**Are you more or less optimistic about your own company 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	74 30.2%	3 12.5%	5 21.7%	5 25.0%	4 28.6%	1 33.3%	2 50.0%	10 37.0%	8 32.0%	1 20.0%	8 29.6%	12 44.4%	11 30.6%	4 40.0%
2=No Change	57 23.3%	8 33.3%	5 21.7%	6 30.0%	2 14.3%	1 33.3%	1 25.0%	5 18.5%	5 20.0%	1 20.0%	6 22.2%	6 22.2%	10 27.8%	1 10.0%
1=Less	114 46.5%	13 54.2%	13 56.5%	9 45.0%	8 57.1%	1 33.3%	1 25.0%	12 44.4%	12 48.0%	3 60.0%	13 48.1%	9 33.3%	15 41.7%	5 50.0%
Mean	1.84	1.58 k	1.65	1.80	1.71	2.00	2.25	1.93	1.84	1.60	1.81	2.11 a	1.89	1.90

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



**Topic 1: Macroeconomic Forecasts**

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

	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
3=More	74 30.2%	21 29.6%	10 41.7%	10 22.7%	4 22.2%	19 33.9%	9 31.0%	22 33.8%	15 31.3%	5 31.3%	5 20.8%	5 25.0%	4 22.2%	18 34.0%
2=No Change	57 23.3%	15 21.1% D	5 20.8% d	9 20.5% D	10 55.6% AbCEf	11 19.6% D	7 24.1% d	14 21.5%	8 16.7% e	5 31.3%	8 33.3%	8 40.0% bg	5 27.8%	9 17.0% e
1=Less	114 46.5%	35 49.3% d	9 37.5%	25 56.8% d	4 22.2% ac	26 46.4%	13 44.8%	29 44.6%	25 52.1%	6 37.5%	11 45.8%	7 35.0%	9 50.0%	26 49.1%
Mean	1.84	1.80	2.04	1.66	2.00	1.88	1.86	1.89	1.79	1.94	1.75	1.90	1.72	1.85

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





**Topic 1: Macroeconomic Forecasts**

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

Number Mean SD	Total	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	244	84	79	41	39	79	77	81
	68.82	72.57	69.37	67.59	61.40	69.17	71.25	66.14
	18.55	14.76	18.98	20.83	20.71	17.07	18.10	20.04
		D	d		Ab			

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



**Topic 1: Macroeconomic Forecasts**

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

Number Mean SD	Total	Industry Sector												
		Banking	Finance	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	244	24	23	20	14	3	4	27	25	5	27	27	36	9
	68.82	64.68	65.75	65.37	63.57	71.67	77.50	72.22	74.28	65.00	70.67	71.25	68.16	65.26
	18.55	18.31	20.31	18.05	23.07	10.41	23.27	14.63	14.46	18.71	21.11	18.39	17.33	27.19
		h							a					

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



**Topic 1: Macroeconomic Forecasts**

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

Number Mean SD	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
Optimism rating	244	71	23	44	18	56	29	65	47	16	24	20	18	53
	68.82	66.92	69.78	70.68	75.83	68.45	67.54	67.59	70.31	70.94	66.89	72.18	67.70	68.70
	18.55	18.95	18.92	18.66	11.54	19.00	18.64	18.44	20.02	18.55	19.24	15.37	18.33	18.89

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



## Topic 2: Customer Behavior

**Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Low price**

	Total	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	44 18.4%	12 14.8%	11 14.1% c	12 29.3% b	8 21.1%	12 15.6%	20 27.0%	12 15.0%
2=2nd Priority	33 13.8%	13 16.0%	11 14.1%	2 4.9%	7 18.4%	15 19.5% b	6 8.1% a	11 13.8%
3=3rd Priority	49 20.5%	17 21.0%	18 23.1%	8 19.5%	6 15.8%	14 18.2%	8 10.8% C	23 28.8% B
Mean	2.04	2.12	2.18	1.82	1.90	2.05 b	1.65 aC	2.24 B

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue 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	Transpor- tation M
1=1st Priority	44 18.4%	4 16.7% i	5 21.7%	6 31.6% j	2 14.3%	1 50.0%	0 0.0%	3 12.5% i	4 16.7% i	3 60.0% aghJl	2 7.4% cI	7 25.9%	6 16.7% i	1 10.0%
2=2nd Priority	33 13.8%	4 16.7%	1 4.3% m	1 5.3%	0 0.0% m	0 0.0%	0 0.0%	4 16.7%	4 16.7%	1 20.0%	3 11.1%	4 14.8%	8 22.2%	3 30.0% bd
3=3rd Priority	49 20.5%	8 33.3% l	5 21.7%	3 15.8%	1 7.1%	1 50.0%	1 25.0%	5 20.8%	7 29.2%	0 0.0%	6 22.2%	6 22.2%	4 11.1% a	2 20.0%
Mean	2.04	2.25 i	2.00	1.70	1.67	2.00	3.00	2.17	2.20	1.25 aj	2.36 i	1.94	1.89	2.17

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Low price**

	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
1=1st Priority	44 18.4%	9 13.0% f	3 13.0%	9 20.9%	4 22.2%	10 18.2%	9 31.0% a	7 11.1% e	11 23.9%	1 6.3% e	3 12.5%	7 36.8% ac	4 22.2%	11 21.2%
2=2nd Priority	33 13.8%	8 11.6%	6 26.1%	5 11.6%	4 22.2%	6 10.9%	3 10.3%	8 12.7%	6 13.0%	2 12.5%	6 25.0%	3 15.8%	2 11.1%	5 9.6%
3=3rd Priority	49 20.5%	18 26.1%	3 13.0%	6 14.0%	2 11.1%	13 23.6%	7 24.1%	15 23.8%	9 19.6%	3 18.8%	2 8.3%	5 26.3%	3 16.7%	12 23.1%
Mean	2.04	2.26	2.00	1.85	1.80	2.10	1.89	2.27	1.92	2.33	1.91	1.87	1.89	2.04

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



## Topic 2: Customer Behavior

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

	Total	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	55 23.0%	24 29.6%	20 25.6%	7 17.1%	4 10.5%	20 26.0%	14 18.9%	20 25.0%
		d			a			
2=2nd Priority	63 26.4%	19 23.5%	14 17.9%	19 46.3%	10 26.3%	15 19.5%	27 36.5%	18 22.5%
		c	C	aB		b	a	
3=3rd Priority	43 18.0%	13 16.0%	14 17.9%	6 14.6%	10 26.3%	13 16.9%	11 14.9%	18 22.5%
Mean	1.93	1.80	1.88	1.97	2.25	1.85	1.94	1.96
		d			a			

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





**Topic 2: Customer Behavior**

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

	Total	Industry Sector												
		Banking Finance 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	55 23.0%	4 16.7% d	9 39.1% gKm	3 15.8% d	7 50.0% acgKm	0 0.0%	1 25.0%	3 12.5% bdL	6 25.0%	0 0.0%	7 25.9%	2 7.4% BDI	13 36.1% gkm	0 0.0% bdL
2=2nd Priority	63 26.4%	4 16.7% ce	8 34.8% d	9 47.4% aDj	0 0.0% bCEGk	2 100.0% aDhijl	1 25.0%	10 41.7% D	5 20.8% e	0 0.0% e	5 18.5% ce	9 33.3% d	8 22.2% e	2 20.0%
3=3rd Priority	43 18.0%	5 20.8%	3 13.0%	2 10.5%	3 21.4%	0 0.0%	2 50.0% jl	8 33.3% jl	5 20.8%	0 0.0%	2 7.4% fg	7 25.9%	3 8.3% fg	3 30.0%
Mean	1.93	2.08	1.70 gkm	1.93 m	1.60 gk	2.00	2.25	2.24 bdjL	1.94	---	1.64 gkm	2.28 bdjL	1.58 GKM	2.60 bcjL

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



## Topic 2: Customer Behavior

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

	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
1=1st Priority	55 23.0%	19 27.5%	5 21.7%	14 32.6%	3 16.7%	8 14.5%	6 20.7%	15 23.8%	13 28.3%	7 43.8%	2 8.3%	3 15.8%	4 22.2%	11 21.2%
				e		c				d	c			
2=2nd Priority	63 26.4%	15 21.7%	5 21.7%	12 27.9%	2 11.1%	19 34.5%	10 34.5%	11 17.5%	16 34.8%	2 12.5%	8 33.3%	3 15.8%	7 38.9%	16 30.8%
								b	a					
3=3rd Priority	43 18.0%	14 20.3%	3 13.0%	6 14.0%	2 11.1%	13 23.6%	3 10.3%	15 23.8%	6 13.0%	2 12.5%	6 25.0%	1 5.3%	4 22.2%	9 17.3%
Mean	1.93	1.90	1.85	1.75 e	1.86	2.13 c	1.84	2.00	1.80 d	1.55 d	2.25 bc	1.71	2.00	1.94

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



## Topic 2: Customer Behavior

### Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Superior innovation

	Total	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	25 10.5%	10 12.3%	12 15.4%	2 4.9%	1 2.6%	9 11.7%	8 10.8%	8 10.0%
			d		b			
2=2nd Priority	29 12.1%	15 18.5%	9 11.5%	3 7.3%	2 5.3%	7 9.1%	7 9.5%	14 17.5%
3=3rd Priority	24 10.0%	7 8.6%	8 10.3%	5 12.2%	3 7.9%	7 9.1%	10 13.5%	6 7.5%
Mean	1.99	1.91	1.86	2.30	2.33	1.91	2.08	1.93

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue 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	Transporta- tion M
1=1st Priority	25 10.5%	0 0.0% gjl	3 13.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	5 20.8% a	2 8.3%	0 0.0%	5 18.5% a	2 7.4%	6 16.7% a	1 10.0%
2=2nd Priority	29 12.1%	3 12.5%	3 13.0%	0 0.0% dl	4 28.6% cg	0 0.0%	0 0.0%	1 4.2% d	3 12.5%	1 20.0%	4 14.8%	2 7.4%	8 22.2% c	0 0.0%
3=3rd Priority	24 10.0%	2 8.3%	2 8.7%	5 26.3%	2 14.3%	0 0.0%	0 0.0%	2 8.3%	2 8.3%	0 0.0%	2 7.4%	2 7.4%	5 13.9%	0 0.0%
Mean	1.99	2.40	1.88	2.67 gj	2.33	---	---	1.63 c	2.00	2.00	1.73 c	2.00	1.95	1.00

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




## Topic 2: Customer Behavior

### Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Superior innovation

	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
1=1st Priority	25 10.5%	12 17.4%	5 21.7%	2 4.7%	2 11.1%	2 3.6%	2 6.9%	13 20.6%	4 8.7%	1 6.3%	2 8.3%	1 5.3%	0 0.0%	4 7.7%
		ce	ce	ab		ab		f					a	
2=2nd Priority	29 12.1%	6 8.7%	3 13.0%	6 14.0%	2 11.1%	7 12.7%	5 17.2%	6 9.5%	4 8.7%	3 18.8%	3 12.5%	2 10.5%	4 22.2%	7 13.5%
3=3rd Priority	24 10.0%	6 8.7%	1 4.3%	6 14.0%	3 16.7%	3 5.5%	5 17.2%	6 9.5%	5 10.9%	1 6.3%	3 12.5%	1 5.3%	2 11.1%	6 11.5%
Mean	1.99	1.75	1.56 cf	2.29 b	2.14	2.08	2.25 b	1.72	2.08	2.00	2.13	2.00	2.33	2.12

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



## Topic 2: Customer Behavior

**Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Excellent service**

	Total	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	45 18.8%	16 19.8%	15 19.2%	5 12.2%	9 23.7%	13 16.9%	15 20.3%	15 18.8%
2=2nd Priority	76 31.8%	27 33.3%	27 34.6%	11 26.8%	11 28.9%	27 35.1%	22 29.7%	24 30.0%
3=3rd Priority	57 23.8%	18 22.2%	16 20.5%	11 26.8%	12 31.6%	22 28.6%	16 21.6%	17 21.3%
Mean	2.07	2.03	2.02	2.22	2.09	2.15	2.02	2.04

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue 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	45 18.8%	5 20.8%	2 8.7%	3 15.8%	1 7.1%	0 0.0%	1 25.0%	7 29.2%	5 20.8%	0 0.0%	5 18.5%	7 25.9%	6 16.7%	3 30.0%
2=2nd Priority	76 31.8%	11 45.8%	6 26.1%	6 31.6%	7 50.0%	0 0.0%	2 50.0%	5 20.8%	10 41.7%	2 40.0%	9 33.3%	6 22.2%	8 22.2%	4 40.0%
3=3rd Priority	57 23.8%	5 20.8%	6 26.1%	6 31.6%	4 28.6%	0 0.0%	0 0.0%	4 16.7% i	2 8.3% II	3 60.0% gH	8 29.6%	5 18.5%	12 33.3% h	2 20.0%
Mean	2.07	2.00	2.29	2.20	2.25	---	1.67	1.81	1.82 i	2.60 h	2.14	1.89	2.23	1.89

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





## Topic 2: Customer Behavior

### Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Excellent service

	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
1=1st Priority	45 18.8%	8 11.6% e	3 13.0%	9 20.9%	5 27.8%	16 29.1% a	3 10.3%	7 11.1% de	6 13.0% d	4 25.0%	8 33.3% ab	6 31.6% a	4 22.2%	9 17.3%
2=2nd Priority	76 31.8%	26 37.7%	8 34.8%	14 32.6%	6 33.3%	14 25.5%	7 24.1%	25 39.7% d	15 32.6%	7 43.8%	4 16.7% a	7 36.8%	4 22.2%	14 26.9%
3=3rd Priority	57 23.8%	17 24.6%	8 34.8%	11 25.6%	2 11.1%	14 25.5%	5 17.2%	14 22.2%	13 28.3%	3 18.8%	6 25.0%	4 21.1%	5 27.8%	12 23.1%
Mean	2.07	2.18	2.26	2.06	1.77	1.95	2.13	2.15	2.21	1.93	1.89	1.88	2.08	2.09

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



## Topic 2: Customer Behavior

**Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Trusting relationship**

	Total	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	70 29.3%	19 23.5%	20 25.6%	15 36.6%	16 42.1%	23 29.9%	17 23.0%	25 31.3%
		d			a			
2=2nd Priority	38 15.9%	7 8.6%	17 21.8%	6 14.6%	8 21.1%	13 16.9%	12 16.2%	13 16.3%
		b	a					
3=3rd Priority	66 27.6%	26 32.1%	22 28.2%	11 26.8%	7 18.4%	21 27.3%	29 39.2%	16 20.0%
						C	B	
Mean	1.98	2.13	2.03	1.88	1.71	1.96	2.21	1.83
		d			a		c	b

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue 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	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
1=1st Priority	70 29.3%	11 45.8%	4 17.4%	6 31.6%	4 28.6%	1 50.0%	2 50.0%	6 25.0%	7 29.2%	2 40.0%	8 29.6%	9 33.3%	5 13.9%	5 50.0%
		bL	a										Am	l
2=2nd Priority	38 15.9%	2 8.3%	5 21.7%	3 15.8%	3 21.4%	0 0.0%	1 25.0%	4 16.7%	2 8.3%	1 20.0%	6 22.2%	6 22.2%	4 11.1%	1 10.0%
3=3rd Priority	66 27.6%	4 16.7%	7 30.4%	3 15.8%	4 28.6%	1 50.0%	1 25.0%	5 20.8%	8 33.3%	2 40.0%	9 33.3%	7 25.9%	12 33.3%	3 30.0%
Mean	1.98	1.59	2.19	1.75	2.00	2.00	1.75	1.93	2.06	2.00	2.04	1.91	2.33	1.78
		1											a	

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, rank your customers' top three priorities (1, 2, 3) over the next 12 months, where 1 is most important: Trusting relationship**

	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
1=1st Priority	70 29.3%	21 30.4%	7 30.4%	9 20.9%	4 22.2%	19 34.5%	9 31.0%	21 33.3%	12 26.1%	3 18.8%	9 37.5%	2 10.5%	6 33.3%	17 32.7%
2=2nd Priority	38 15.9%	14 20.3%	1 4.3%	6 14.0%	4 22.2%	9 16.4%	4 13.8%	13 20.6%	5 10.9%	2 12.5%	3 12.5%	4 21.1%	1 5.6%	10 19.2%
3=3rd Priority	66 27.6%	14 20.3%	8 34.8%	14 32.6%	9 50.0%	12 21.8%	9 31.0%	13 20.6%	13 28.3%	7 43.8%	7 29.2%	8 42.1%	4 22.2%	13 25.0%
Mean	1.98	1.86	2.06	2.17	2.29	1.83	2.00	1.83 e	2.03	2.33	1.89	2.43 ag	1.82	1.90 e

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



## Topic 2: Customer Behavior

### Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?

	Total	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>Lower likelihood to buy</u>								
Yes	156 67.2%	59 73.8% C	55 73.3% C	16 40.0% ABd	25 69.4% c	51 69.9%	46 60.5%	52 68.4%
No	76 32.8%	21 26.3% C	20 26.7% C	24 60.0% ABd	11 30.6% c	22 30.1%	30 39.5%	24 31.6%
<u>Lower likelihood to purchase online</u>								
Yes	37 24.0%	15 28.8% C	13 35.1% C	2 5.7% ABd	7 24.1% c	6 35.3%	15 23.8%	15 21.4%
No	117 76.0%	37 71.2% C	24 64.9% C	33 94.3% ABd	22 75.9% c	11 64.7%	48 76.2%	55 78.6%

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	Total	Industry Sector												
		Banking	Finance	Communi-	Consumer	Consumer	Education	Energy	Healthcare	Manufac-	Mining	Service	Retail	Tech
		Insurance	cations	Packaged	Services	Education	Energy	Pharm	turing	Construct-	Consulting	Wholesale	Software	Transportation
		RealEstate	Media	Goods	Services	Education	Energy	Pharm	turing	Construct-	Consulting	Wholesale	Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
<u>Lower likelihood to buy</u>														
Yes	156 67.2%	14 66.7% f	19 82.6% CFk	7 36.8% BHL	7 58.3%	3 100.0%	0 0.0% aBgHjLm	16 66.7% f	19 79.2% CF	4 80.0%	18 66.7% f	15 55.6% b	27 77.1% CF	7 77.8% f
No	76 32.8%	7 33.3% f	4 17.4% CFk	12 63.2% BHL	5 41.7%	0 0.0%	3 100.0% aBgHjLm	8 33.3% f	5 20.8% CF	1 20.0%	9 33.3% f	12 44.4% b	8 22.9% CF	2 22.2% f
<u>Lower likelihood to purchase online</u>														
Yes	37 24.0%	1 6.3% dgjl	3 18.8%	2 11.1% jl	5 41.7% aK	0 0.0%	1 50.0% k	5 41.7% aK	4 25.0%	0 0.0%	6 46.2% acK	1 4.2% DfGJL	8 44.4% acK	1 25.0%
No	117 76.0%	15 93.8% dgjl	13 81.3%	16 88.9% jl	7 58.3% aK	1 100.0%	1 50.0% k	7 58.3% aK	12 75.0%	2 100.0%	7 53.8% acK	23 95.8% DfGJL	10 55.6% acK	3 75.0%

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	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
<u>Lower likelihood to buy</u>														
Yes	156 67.2%	53 77.9% de	18 75.0%	28 65.1%	9 52.9% a	29 56.9% a	17 63.0%	47 75.8% d	32 66.7%	12 85.7% d	11 50.0% ac	13 65.0%	9 52.9%	31 64.6%
No	76 32.8%	15 22.1% de	6 25.0%	15 34.9%	8 47.1% a	22 43.1% a	10 37.0%	15 24.2% d	16 33.3%	2 14.3% d	11 50.0% ac	7 35.0%	8 47.1%	17 35.4%
<u>Lower likelihood to purchase online</u>														
Yes	37 24.0%	13 35.1%	5 35.7%	5 18.5%	2 16.7%	9 22.5%	3 13.0%	12 30.8%	10 37.0% g	1 11.1%	2 13.3%	4 28.6%	3 25.0%	5 13.5% b
No	117 76.0%	24 64.9%	9 64.3%	22 81.5%	10 83.3%	31 77.5%	20 87.0%	27 69.2%	17 63.0% g	8 88.9%	13 86.7%	10 71.4%	9 75.0%	32 86.5% b

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





**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	Total	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>Unwillingness to pay full price</u>								
Yes	93 43.3%	37 47.4%	32 46.4%	12 30.8%	11 39.3%	33 52.4% b	24 33.3% a	31 42.5%
No	122 56.7%	41 52.6%	37 53.6%	27 69.2%	17 60.7%	30 47.6% b	48 66.7% a	42 57.5%
<u>Weaker loyalty levels</u>								
Yes	56 24.9%	16 20.8%	20 27.4%	9 23.7%	10 27.8%	18 24.3%	19 25.3%	18 25.7%
No	169 75.1%	61 79.2%	53 72.6%	29 76.3%	26 72.2%	56 75.7%	56 74.7%	52 74.3%

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	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	Software	
		A	B	C	D	E	F	G	H	I	J	K	L	M	
<u>Unwillingness to pay full price</u>															
Yes	93 43.3%	8 40.0% L	9 40.9% L	6 31.6% eL	3 33.3% 1	3 100.0% cghkm	1 33.3% F	7 35.0% eL	6 26.1% eL	3 75.0% I	11 47.8% 1	8 30.8% eL	26 76.5% ABCdGHj KM	2 22.2% eL	
No	122 56.7%	12 60.0% L	13 59.1% L	13 68.4% eL	6 66.7% 1	0 0.0% cghkm	2 66.7% F	13 65.0% eL	17 73.9% eL	1 25.0% I	12 52.2% 1	18 69.2% eL	8 23.5% ABCdGHj KM	7 77.8% eL	
<u>Weaker loyalty levels</u>															
Yes	56 24.9%	3 15.0%	8 38.1% g	7 35.0%	2 15.4%	1 33.3%	0 0.0%	3 12.0% bj	6 25.0%	1 25.0% I	10 37.0% g	4 17.4%	10 28.6%	1 12.5%	
No	169 75.1%	17 85.0%	13 61.9% g	13 65.0%	11 84.6%	2 66.7%	2 100.0%	22 88.0% bj	18 75.0%	3 75.0% I	17 63.0% g	19 82.6%	25 71.4%	7 87.5%	

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	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
<u>Unwillingness to pay full price</u>														
Yes	93 43.3%	26 44.8%	10 45.5%	24 60.0%	6 40.0%	15 30.0%	11 39.3%	23 42.6%	20 46.5%	8 61.5%	8 36.4%	9 52.9%	6 35.3%	19 39.6%
				E		C								
No	122 56.7%	32 55.2%	12 54.5%	16 40.0%	9 60.0%	35 70.0%	17 60.7%	31 57.4%	23 53.5%	5 38.5%	14 63.6%	8 47.1%	11 64.7%	29 60.4%
				E		C								
<u>Weaker loyalty levels</u>														
Yes	56 24.9%	20 29.9%	10 41.7%	12 30.0%	3 17.6%	5 10.0%	5 19.2%	19 30.6%	15 34.1%	2 15.4%	5 20.8%	6 35.3%	3 16.7%	6 13.0%
		e	E	e		aBc		g	g					ab
No	169 75.1%	47 70.1%	14 58.3%	28 70.0%	14 82.4%	45 90.0%	21 80.8%	43 69.4%	29 65.9%	11 84.6%	19 79.2%	11 64.7%	15 83.3%	40 87.0%
		e	E	e		aBc		g	g					ab

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D			
<u>Increased value placed on digital experiences</u>								
Yes	176 83.8%	52 75.4%	59 86.8%	35 87.5%	29 90.6%	48 81.4%	55 80.9%	66 86.8%
No	34 16.2%	17 24.6%	9 13.2%	5 12.5%	3 9.4%	11 18.6%	13 19.1%	10 13.2%
<u>Lower in person marketing engagement</u>								
Yes	223 97.0%	81 100.0%	71 95.9%	37 94.9%	34 94.4%	72 98.6%	71 95.9%	73 97.3%
No	7 3.0%	0 0.0%	3 4.1%	2 5.1%	2 5.6%	1 1.4%	3 4.1%	2 2.7%

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	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>Increased value placed on digital experiences</u>																
Yes	176 83.8%	22 95.7%	16 80.0%	16 84.2%	10 90.9%	2 66.7%	2 66.7%	20 87.0%	11 61.1%	4 100.0%	17 77.3%	22 84.6%	28 87.5%	6 100.0%		
		H							AI					h		
No	34 16.2%	1 4.3%	4 20.0%	3 15.8%	1 9.1%	1 33.3%	1 33.3%	3 13.0%	7 38.9%	0 0.0%	5 22.7%	4 15.4%	4 12.5%	0 0.0%		
		H							AI					h		
<u>Lower in person marketing engagement</u>																
Yes	223 97.0%	23 100.0%	19 86.4%	17 94.4%	11 91.7%	3 100.0%	3 100.0%	25 100.0%	22 95.7%	5 100.0%	26 100.0%	25 96.2%	35 100.0%	9 100.0%		
			1											b		
No	7 3.0%	0 0.0%	3 13.6%	1 5.6%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	0 0.0%		
			1											b		

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




**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	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
<u>Increased value placed on digital experiences</u>														
Yes	176 83.8%	51 85.0%	18 85.7%	29 74.4%	10 76.9%	44 86.3%	22 91.7%	49 86.0%	31 77.5% f	10 66.7% f	15 75.0% f	13 86.7%	17 100.0% bcd	40 88.9%
No	34 16.2%	9 15.0%	3 14.3%	10 25.6%	3 23.1%	7 13.7%	2 8.3%	8 14.0%	9 22.5% f	5 33.3% f	5 25.0% f	2 13.3%	0 0.0% bcd	5 11.1%
<u>Lower in person marketing engagement</u>														
Yes	223 97.0%	60 96.8%	24 100.0%	41 93.2%	16 100.0%	53 98.1%	28 96.6%	55 96.5%	46 100.0%	14 93.3%	24 100.0%	18 94.7%	16 94.1%	49 96.1%
No	7 3.0%	2 3.2%	0 0.0%	3 6.8%	0 0.0%	1 1.9%	1 3.4%	2 3.5%	0 0.0%	1 6.7%	0 0.0%	1 5.3%	1 5.9%	2 3.9%

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



## Topic 2: Customer Behavior

### Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?

	Total	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>More online research before purchasing</u>								
Yes	117 58.8%	41 54.7%	31 55.4%	24 68.6%	20 62.5%	29 51.8%	41 63.1%	44 62.0%
No	82 41.2%	34 45.3%	25 44.6%	11 31.4%	12 37.5%	27 48.2%	24 36.9%	27 38.0%
<u>Increased openness to new digital offerings introduced during the pandemic</u>								
Yes	167 84.8%	52 78.8%	52 82.5%	32 91.4%	30 93.8%	50 82.0%	52 83.9%	61 87.1%
No	30 15.2%	14 21.2%	11 17.5%	3 8.6%	2 6.3%	11 18.0%	10 16.1%	9 12.9%

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	Total	Industry Sector													
		Banking	Finance	Communi-	Consumer	Consumer	Education	Energy	Healthcare	Manufac-	Mining	Service	Retail	Tech	
		Insurance	cations	Media	Packaged	Services			Pharm	turing	Construct-	Consulting	Wholesale	Software	
		RealEstate	Media		Goods						ion			Biotech	
		A	B	C	D	E	F	G	H	I	J	K	L	Transportation	
														M	
<u>More online research before purchasing</u>															
Yes	117 58.8%	12 75.0%	11 55.0%	13 68.4%	5 45.5%	1 50.0%	2 66.7%	13 56.5%	11 52.4%	3 75.0%	8 42.1%	17 77.3%	18 58.1%	3 37.5%	
No	82 41.2%	4 25.0%	9 45.0%	6 31.6%	6 54.5%	1 50.0%	1 33.3%	10 43.5%	10 47.6%	1 25.0%	11 57.9%	5 22.7%	13 41.9%	5 62.5%	
<u>Increased openness to new digital offerings introduced during the pandemic</u>															
Yes	167 84.8%	19 95.0%	15 78.9%	14 87.5%	13 100.0%	1 33.3%	1 50.0%	22 88.0%	12 75.0%	4 100.0%	17 85.0%	22 95.7%	21 70.0%	6 100.0%	
No	30 15.2%	1 5.0%	4 21.1%	2 12.5%	0 0.0%	2 66.7%	1 50.0%	3 12.0%	4 25.0%	0 0.0%	3 15.0%	1 4.3%	9 30.0%	0 0.0%	

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





**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	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
<u>More online research before purchasing</u>														
Yes	117 58.8%	30 57.7%	12 57.1%	25 67.6%	7 50.0%	28 56.0%	13 56.5%	29 60.4%	21 51.2%	8 66.7%	15 71.4%	11 64.7%	11 68.8%	21 48.8%
No	82 41.2%	22 42.3%	9 42.9%	12 32.4%	7 50.0%	22 44.0%	10 43.5%	19 39.6%	20 48.8%	4 33.3%	6 28.6%	6 35.3%	5 31.3%	22 51.2%
<u>Increased openness to new digital offerings introduced during the pandemic</u>														
Yes	167 84.8%	42 80.8%	13 65.0% cef	32 88.9% b	13 92.9%	43 87.8% b	22 91.7% b	39 81.3%	26 70.3%	11 84.6%	20 90.9%	14 93.3%	16 94.1%	40 90.9% b
No	30 15.2%	10 19.2%	7 35.0% cef	4 11.1% b	1 7.1%	6 12.2% b	2 8.3% b	9 18.8%	11 29.7%	2 15.4%	2 9.1%	1 6.7%	1 5.9%	4 9.1% b

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D			
<u>More reviews/blogging/posting about brands online</u>								
Yes	110 59.5%	37 56.1%	33 66.0%	25 67.6%	14 45.2%	29 55.8%	38 59.4%	41 63.1%
No	75 40.5%	29 43.9%	17 34.0%	12 32.4%	17 54.8%	23 44.2%	26 40.6%	24 36.9%
<u>Greater acknowledgement of companies' attempts to do "good"</u>								
Yes	174 79.1%	52 71.2%	53 74.6%	34 91.9%	34 89.5%	52 75.4%	61 81.3%	54 78.3%
No	46 20.9%	21 28.8%	18 25.4%	3 8.1%	4 10.5%	17 24.6%	14 18.7%	15 21.7%

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	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	
<u>More reviews/blogging/posting about brands online</u>															
Yes	110 59.5%	7 50.0%	11 68.8%	11 57.9%	7 77.8%	1 50.0%	1 50.0%	12 60.0%	14 70.0%	2 66.7%	12 60.0%	14 63.6%	14 45.2%	4 57.1%	
No	75 40.5%	7 50.0%	5 31.3%	8 42.1%	2 22.2%	1 50.0%	1 50.0%	8 40.0%	6 30.0%	1 33.3%	8 40.0%	8 36.4%	17 54.8%	3 42.9%	
<u>Greater acknowledgement of companies' attempts to do "good"</u>															
Yes	174 79.1%	18 85.7% h	17 81.0%	17 89.5% hl	12 100.0% ehil	1 50.0% dm	4 100.0%	21 87.5% hl	12 57.1% acdgm	3 60.0% d	19 76.0%	20 83.3%	20 62.5% cdgm	10 100.0% ehl	
No	46 20.9%	3 14.3% h	4 19.0%	2 10.5% hl	0 0.0% ehil	1 50.0% dm	0 0.0%	3 12.5% hl	9 42.9% acdgm	2 40.0% d	6 24.0%	4 16.7%	12 37.5% cdgm	0 0.0% ehl	

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	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
<u>More reviews/blogging/posting about brands online</u>														
Yes	110 59.5%	33 62.3%	11 55.0%	17 51.5%	9 64.3%	28 66.7%	12 52.2%	36 73.5% bc	16 45.7% a	6 42.9% a	10 55.6%	9 64.3%	10 71.4%	23 57.5%
No	75 40.5%	20 37.7%	9 45.0%	16 48.5%	5 35.7%	14 33.3%	11 47.8%	13 26.5% bc	19 54.3% a	8 57.1% a	8 44.4%	5 35.7%	4 28.6%	17 42.5%
<u>Greater acknowledgement of companies' attempts to do "good"</u>														
Yes	174 79.1%	44 71.0% e	16 76.2%	27 73.0%	16 88.9%	45 86.5% a	24 85.7%	41 71.9% e	30 71.4% e	10 76.9%	17 77.3%	18 94.7% ab	16 94.1%	41 83.7%
No	46 20.9%	18 29.0% e	5 23.8%	10 27.0%	2 11.1%	7 13.5% a	4 14.3%	16 28.1% e	12 28.6% e	3 23.1%	5 22.7%	1 5.3% ab	1 5.9%	8 16.3%

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



## Topic 2: Customer Behavior

### Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?

	Total	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>Weaker concerns about privacy</u>								
Yes	48 23.8%	14 20.3%	9 13.4%	13 41.9%	12 34.3%	13 19.4%	21 29.6%	14 23.0%
		c	Cd	aB	b			
No	154 76.2%	55 79.7%	58 86.6%	18 58.1%	23 65.7%	54 80.6%	50 70.4%	47 77.0%
		c	Cd	aB	b			
<u>New customers have been attracted to our products and services</u>								
Yes	149 65.4%	59 72.8%	44 60.3%	29 82.9%	17 44.7%	42 58.3%	46 63.0%	57 74.0%
		D	c	bD	AC	c		a
No	79 34.6%	22 27.2%	29 39.7%	6 17.1%	21 55.3%	30 41.7%	27 37.0%	20 26.0%
		D	c	bD	AC	c		a

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	Total	Industry Sector												
		Banking	Finance	Communi-	Consumer	Consumer	Education	Energy	Healthcare	Manufac-	Mining	Service	Retail	Tech
		Insurance	cations	Packaged	Services	Education	Energy	Pharm	turing	Construct-	Consulting	Wholesale	Software	Transportation
		RealEstate	Media	Goods	Services	Education	Energy	Pharm	turing	Construct-	Consulting	Wholesale	Biotech	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
<u>Weaker concerns about privacy</u>														
Yes	48 23.8%	3 15.8%	4 23.5%	6 42.9%	7 58.3%	0 0.0%	1 25.0%	8 34.8%	3 15.0%	1 25.0%	1 4.2%	7 31.8%	6 18.2%	1 14.3%
		d	J	ahJl				j	d		CDgk	j	d	
No	154 76.2%	16 84.2%	13 76.5%	8 57.1%	5 41.7%	3 100.0%	3 75.0%	15 65.2%	17 85.0%	3 75.0%	23 95.8%	15 68.2%	27 81.8%	6 85.7%
		d	J	ahJl				j	d		CDgk	j	d	
<u>New customers have been attracted to our products and services</u>														
Yes	149 65.4%	14 66.7%	10 50.0%	14 82.4%	9 64.3%	1 33.3%	1 33.3%	10 38.5%	21 87.5%	0 0.0%	13 52.0%	19 76.0%	31 86.1%	6 60.0%
		i	cHL	bGI	i	hl	hl	CHKL	BefGIJ	aCdHKL	HL	GI	BefGIJ	
No	79 34.6%	7 33.3%	10 50.0%	3 17.6%	5 35.7%	2 66.7%	2 66.7%	16 61.5%	3 12.5%	4 100.0%	12 48.0%	6 24.0%	5 13.9%	4 40.0%
		i	cHL	bGI	i	hl	hl	CHKL	BefGIJ	aCdHKL	HL	GI	BefGIJ	

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



**Topic 2: Customer Behavior**

**Focusing on your largest revenue market, what types of customer behaviors have you observed during the Covid-19 pandemic?**

	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
<u>Weaker concerns about privacy</u>														
Yes	48 23.8%	5 8.6% bcEf	6 27.3% a	10 27.8% a	4 23.5%	16 36.4% A	7 29.2% a	7 13.5% dfg	8 19.0%	3 20.0%	9 40.9% a	2 11.8%	6 40.0% a	13 34.2% a
No	154 76.2%	53 91.4% bcEf	16 72.7% a	26 72.2% a	13 76.5%	28 63.6% A	17 70.8% a	45 86.5% dfg	34 81.0%	12 80.0%	13 59.1% a	15 88.2%	9 60.0% a	25 65.8% a
<u>New customers have been attracted to our products and services</u>														
Yes	149 65.4%	40 62.5% c	14 60.9%	34 81.0% ad	8 47.1% c	35 63.6%	16 64.0%	38 64.4%	31 70.5%	11 73.3%	14 58.3%	14 70.0%	11 61.1%	30 63.8%
No	79 34.6%	24 37.5% c	9 39.1%	8 19.0% ad	9 52.9% c	20 36.4%	9 36.0%	21 35.6%	13 29.5%	4 26.7%	10 41.7%	6 30.0%	7 38.9%	17 36.2%

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



**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	Total	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>Lower likelihood to buy</u>								
1 month	3 1.9%	1 1.7%	1 1.8%	0 0.0%	1 4.0%	0 0.0%	1 2.2%	2 3.9%
2-3 months	20 13.0%	5 8.5%	12 21.8%	0 0.0%	3 12.0%	10 19.6%	3 6.7%	6 11.8%
		b	a					
4-6 months	30 19.5%	14 23.7%	7 12.7%	5 35.7%	4 16.0%	13 25.5%	9 20.0%	8 15.7%
			c	b				
6-12 months	58 37.7%	23 39.0%	21 38.2%	6 42.9%	7 28.0%	20 39.2%	21 46.7%	16 31.4%
1-2 years	41 26.6%	16 27.1%	14 25.5%	2 14.3%	9 36.0%	8 15.7%	10 22.2%	18 35.3%
						c		a
3+ years	2 1.3%	0 0.0%	0 0.0%	1 7.1%	1 4.0%	0 0.0%	1 2.2%	1 2.0%
		c	c	ab				
Never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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





**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	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>Lower likelihood to buy</u>														
1 month	3 1.9%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.7%	0 0.0%
2-3 months	20 13.0%	2 14.3%	3 15.8%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	2 12.5%	1 5.3%	0 0.0%	5 27.8%	1 7.1%	4 14.8%	1 14.3%
4-6 months	30 19.5%	0 0.0%	4 21.1%	1 16.7%	1 14.3%	0 0.0%	0 0.0%	3 18.8%	5 26.3%	2 50.0%	4 22.2%	4 28.6%	4 14.8%	2 28.6%
6-12 months	58 37.7%	5 35.7%	6 31.6%	4 66.7%	1 14.3%	2 66.7%	0 0.0%	8 50.0%	6 31.6%	1 25.0%	7 38.9%	5 35.7%	12 44.4%	1 14.3%
1-2 years	41 26.6%	7 50.0%	6 31.6%	1 16.7%	2 28.6%	1 33.3%	0 0.0%	2 12.5%	7 36.8%	1 25.0%	2 11.1%	3 21.4%	6 22.2%	3 42.9%
3+ years	2 1.3%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%
Never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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



**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	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
<u>Lower likelihood to buy</u>														
1 month	3 1.9%	1 1.9%	1 5.9%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	1 2.1%	1 3.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.3%
2-3 months	20 13.0%	12 22.6%	2 11.8%	2 7.1%	0 0.0%	4 13.8%	0 0.0%	11 23.4%	4 12.9%	1 8.3%	0 0.0%	0 0.0%	1 11.1%	3 10.0%
4-6 months	30 19.5%	8 15.1%	3 17.6%	9 32.1%	4 44.4%	5 17.2%	1 6.3%	6 12.8%	10 32.3%	2 16.7%	2 18.2%	5 38.5%	0 0.0%	5 16.7%
6-12 months	58 37.7%	19 35.8%	6 35.3%	12 42.9%	3 33.3%	10 34.5%	7 43.8%	18 38.3%	9 29.0%	7 58.3%	3 27.3%	4 30.8%	6 66.7%	11 36.7%
1-2 years	41 26.6%	13 24.5%	5 29.4%	5 17.9%	2 22.2%	9 31.0%	6 37.5%	11 23.4%	7 22.6%	2 16.7%	6 54.5%	4 30.8%	1 11.1%	9 30.0%
3+ years	2 1.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	1 3.3%
Never	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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



**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	Total	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>Lower likelihood to purchase online</u>								
1 month	3 8.3%	1 6.7%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	2 13.3%
2-3 months	7 19.4%	2 13.3%	3 23.1%	0 0.0%	2 28.6%	2 33.3%	2 14.3%	3 20.0%
4-6 months	6 16.7%	3 20.0%	3 23.1%	0 0.0%	0 0.0%	2 33.3%	2 14.3%	2 13.3%
6-12 months	8 22.2%	4 26.7%	2 15.4%	0 0.0%	2 28.6%	1 16.7%	4 28.6%	3 20.0%
1-2 years	4 11.1%	1 6.7%	1 7.7%	1 100.0%	1 14.3%	0 0.0%	2 14.3%	1 6.7%
		c	c	ab				
3+ years	1 2.8%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%
Never	7 19.4%	3 20.0%	2 15.4%	0 0.0%	2 28.6%	1 16.7%	2 14.3%	4 26.7%

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



**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	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>Lower likelihood to purchase online</u>														
1 month	3 8.3%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%
2-3 months	7 19.4%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	3 50.0%	1 100.0%	1 12.5%	0 0.0%
4-6 months	6 16.7%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	2 40.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 12.5%	0 0.0%
6-12 months	8 22.2%	1 100.0%	0 0.0%	1 100.0%	1 20.0%	0 0.0%	0 0.0%	1 20.0%	1 25.0%	0 0.0%	1 16.7%	0 0.0%	2 25.0%	0 0.0%
1-2 years	4 11.1%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	1 12.5%	1 100.0%
3+ years	1 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Never	7 19.4%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	0 0.0%	0 0.0%	2 40.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	2 25.0%	0 0.0%

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



**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	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
<u>Lower likelihood to purchase online</u>														
1 month	3 8.3%	2 15.4%	0 0.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	2 16.7%	1 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2-3 months	7 19.4%	4 30.8%	0 0.0%	2 40.0%	0 0.0%	0 0.0%	1 33.3%	3 25.0%	2 22.2%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%
4-6 months	6 16.7%	1 7.7%	1 25.0%	0 0.0%	0 0.0%	4 44.4%	0 0.0%	1 8.3%	2 22.2%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	1 20.0%
6-12 months	8 22.2%	2 15.4%	0 0.0%	1 20.0%	1 50.0%	2 22.2%	2 66.7%	3 25.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 33.3%	3 60.0%
1-2 years	4 11.1%	2 15.4%	1 25.0%	0 0.0%	0 0.0%	1 11.1%	0 0.0%	1 8.3%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%
3+ years	1 2.8%	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%	1 25.0%	0 0.0%	0 0.0%
Never	7 19.4%	2 15.4%	2 50.0%	1 20.0%	1 50.0%	1 11.1%	0 0.0%	2 16.7%	2 22.2%	0 0.0%	2 100.0%	0 0.0%	1 33.3%	0 0.0%

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



## Topic 2: Customer Behavior

### When do you think each customer behavior will return to pre-pandemic levels?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<u>Unwillingness to pay full price</u>								
1 month	3 3.3%	1 2.7%	0 0.0%	0 0.0%	2 18.2%	0 0.0%	3 13.6%	0 0.0%
			d		b	b	ac	b
2-3 months	6 6.6%	2 5.4%	4 12.9%	0 0.0%	0 0.0%	2 6.1%	2 9.1%	2 6.5%
4-6 months	18 19.8%	9 24.3%	6 19.4%	1 9.1%	2 18.2%	8 24.2%	4 18.2%	4 12.9%
6-12 months	35 38.5%	13 35.1%	12 38.7%	6 54.5%	3 27.3%	14 42.4%	7 31.8%	13 41.9%
1-2 years	21 23.1%	8 21.6%	8 25.8%	3 27.3%	2 18.2%	6 18.2%	5 22.7%	8 25.8%
3+ years	1 1.1%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	1 3.2%
Never	7 7.7%	4 10.8%	1 3.2%	0 0.0%	2 18.2%	3 9.1%	1 4.5%	3 9.7%

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



**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	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>Unwillingness to pay full price</u>														
1 month	3 3.3%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 28.6% L	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2-3 months	6 6.6%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	2 7.7%	0 0.0%
4-6 months	18 19.8%	0 0.0% h	1 12.5%	0 0.0% h	1 33.3%	0 0.0%	0 0.0%	2 28.6%	4 66.7% acL	0 0.0%	3 27.3%	3 37.5%	3 11.5% H	1 50.0%
6-12 months	35 38.5%	4 50.0% g	4 50.0% g	4 80.0% g	1 33.3%	0 0.0%	1 100.0% g	0 0.0% abcfl	1 16.7%	1 33.3%	5 45.5%	3 37.5%	11 42.3% g	0 0.0%
1-2 years	21 23.1%	3 37.5%	1 12.5%	0 0.0%	1 33.3%	1 33.3%	0 0.0%	2 28.6%	1 16.7%	2 66.7%	2 18.2%	1 12.5%	6 23.1%	1 50.0%
3+ years	1 1.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	0 0.0%	0 0.0%
Never	7 7.7%	0 0.0%	1 12.5%	1 20.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 15.4%	0 0.0%

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



**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	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
<u>Unwillingness to pay full price</u>														
1 month	3 3.3%	0 0.0% f	0 0.0%	1 4.2%	0 0.0%	0 0.0%	2 20.0% a	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 11.1%
2-3 months	6 6.6%	4 15.4%	1 11.1%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	4 17.4%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
4-6 months	18 19.8%	6 23.1%	2 22.2%	2 8.3%	1 16.7%	4 26.7%	2 20.0%	7 30.4%	2 10.5%	0 0.0%	1 12.5%	1 11.1%	1 16.7%	6 33.3%
6-12 months	35 38.5%	11 42.3%	2 22.2%	11 45.8%	2 33.3%	7 46.7%	2 20.0%	9 39.1%	6 31.6%	5 62.5%	5 62.5%	3 33.3%	3 50.0%	4 22.2%
1-2 years	21 23.1%	3 11.5%	3 33.3%	7 29.2%	1 16.7%	4 26.7%	3 30.0%	1 4.3% befg	6 31.6% a	2 25.0%	2 25.0%	3 33.3% a	2 33.3% a	5 27.8% a
3+ years	1 1.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%
Never	7 7.7%	2 7.7%	1 11.1%	2 8.3%	2 33.3% e	0 0.0% d	0 0.0%	2 8.7%	2 10.5%	1 12.5%	0 0.0%	2 22.2% g	0 0.0%	0 0.0% e

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





## Topic 2: Customer Behavior

### When do you think each customer behavior will return to pre-pandemic levels?

	Total	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>Weaker loyalty levels</u>								
1 month	2 3.6%	0 0.0%	1 5.0%	0 0.0%	1 10.0%	0 0.0%	1 5.6%	1 5.6%
2-3 months	5 9.1%	2 12.5%	2 10.0%	0 0.0%	1 10.0%	1 5.6%	1 5.6%	3 16.7%
4-6 months	9 16.4%	4 25.0%	3 15.0%	1 12.5%	1 10.0%	4 22.2%	4 22.2%	1 5.6%
6-12 months	20 36.4%	6 37.5%	8 40.0%	2 25.0%	3 30.0%	9 50.0%	6 33.3%	5 27.8%
1-2 years	16 29.1%	3 18.8%	6 30.0%	4 50.0%	3 30.0%	4 22.2%	5 27.8%	6 33.3%
3+ years	1 1.8%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	1 5.6%
Never	2 3.6%	1 6.3%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	1 5.6%	1 5.6%

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



**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	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>Weaker loyalty levels</u>														
1 month	2 3.6%	0 0.0%	1 12.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2-3 months	5 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 16.7%	0 0.0%	2 20.0%	1 25.0%	0 0.0%	0 0.0%
4-6 months	9 16.4%	1 33.3%	0 0.0% e	0 0.0% e	0 0.0%	1 100.0% bc	0 0.0%	1 33.3%	2 33.3%	0 0.0%	2 20.0%	1 25.0%	1 10.0%	0 0.0%
6-12 months	20 36.4%	1 33.3%	5 62.5%	3 50.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	3 30.0%	1 25.0%	5 50.0%	0 0.0%
1-2 years	16 29.1%	1 33.3%	1 12.5%	2 33.3%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	1 100.0%	3 30.0%	1 25.0%	4 40.0%	1 100.0%
3+ years	1 1.8%	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%	0 0.0%
Never	2 3.6%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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



**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	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
<u>Weaker loyalty levels</u>														
1 month	2 3.6%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%
2-3 months	5 9.1%	3 15.0%	2 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 21.1%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
4-6 months	9 16.4%	2 10.0%	3 33.3%	2 16.7%	2 66.7%	0 0.0%	0 0.0%	2 10.5%	3 21.4%	0 0.0%	2 40.0%	2 33.3%	0 0.0%	0 0.0%
		d		a										
6-12 months	20 36.4%	8 40.0%	2 22.2%	6 50.0%	1 33.3%	3 60.0%	0 0.0%	6 31.6%	6 42.9%	2 100.0%	0 0.0%	4 66.7%	1 33.3%	1 16.7%
			d		ce					d		d		
1-2 years	16 29.1%	5 25.0%	1 11.1%	4 33.3%	0 0.0%	1 20.0%	4 80.0%	4 21.1%	4 28.6%	0 0.0%	3 60.0%	0 0.0%	1 33.3%	4 66.7%
		f	f			ab		g			g		ae	
3+ years	1 1.8%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Never	2 3.6%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 20.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%
								f					b	

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



**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	Total	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>Increased value placed on digital experiences</u>								
1 month	13 7.6%	0 0.0%	7 12.3%	1 3.0%	5 17.9%	0 0.0%	5 9.6%	8 12.5%
		bD	a		A	bc	a	a
2-3 months	28 16.5%	13 25.5%	9 15.8%	3 9.1%	3 10.7%	11 23.4%	9 17.3%	8 12.5%
4-6 months	16 9.4%	7 13.7%	5 8.8%	0 0.0%	4 14.3%	6 12.8%	4 7.7%	5 7.8%
		c		ad	c			
6-12 months	29 17.1%	6 11.8%	11 19.3%	9 27.3%	3 10.7%	5 10.6%	6 11.5%	15 23.4%
1-2 years	24 14.1%	3 5.9%	8 14.0%	9 27.3%	4 14.3%	9 19.1%	7 13.5%	8 12.5%
		C		A				
3+ years	3 1.8%	0 0.0%	1 1.8%	1 3.0%	1 3.6%	1 2.1%	0 0.0%	2 3.1%
Never	57 33.5%	22 43.1%	16 28.1%	10 30.3%	8 28.6%	15 31.9%	21 40.4%	18 28.1%

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



**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	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>Increased value placed on digital experiences</u>														
1 month	13 7.6%	2 10.0%	4 28.6% kL	1 7.1%	1 10.0%	0 0.0%	0 0.0%	3 15.0% 1	0 0.0%	0 0.0%	2 11.8%	0 0.0% b	0 0.0% Bg	0 0.0%
2-3 months	28 16.5%	1 5.0% e	1 7.1%	1 7.1%	1 10.0%	1 50.0% a	0 0.0%	3 15.0%	3 27.3%	1 25.0%	4 23.5%	4 18.2%	6 21.4%	2 33.3%
4-6 months	16 9.4%	2 10.0%	2 14.3%	0 0.0% h	0 0.0%	0 0.0%	0 0.0%	1 5.0%	3 27.3% ck	0 0.0%	3 17.6% k	0 0.0% hjl	5 17.9% k	0 0.0%
6-12 months	29 17.1%	3 15.0%	2 14.3%	2 14.3%	2 20.0%	0 0.0%	1 50.0%	5 25.0%	1 9.1%	1 25.0%	2 11.8%	5 22.7%	4 14.3%	1 16.7%
1-2 years	24 14.1%	6 30.0% gl	1 7.1%	3 21.4% g	3 30.0% g	1 50.0% Gh	1 50.0% Gh	0 0.0% acdEFm	0 0.0% ef	0 0.0%	2 11.8%	3 13.6%	2 7.1% a	2 33.3% g
3+ years	3 1.8%	0 0.0% i	1 7.1%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0% i	0 0.0%	1 25.0% agjkl	0 0.0% i	0 0.0% i	0 0.0% i	0 0.0%
Never	57 33.5%	6 30.0%	3 21.4%	7 50.0%	2 20.0%	0 0.0%	0 0.0%	8 40.0%	4 36.4%	1 25.0%	4 23.5%	10 45.5%	11 39.3%	1 16.7%

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



**Topic 2: Customer Behavior**

**When do you think each customer behavior will return to pre-pandemic levels?**

	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
<u>Increased value placed on digital experiences</u>														
1 month	13 7.6%	5 10.0%	1 5.9%	4 14.3%	0 0.0%	1 2.3%	2 10.0%	6 12.5%	2 6.9%	1 10.0%	0 0.0%	1 7.7%	0 0.0%	3 7.7%
2-3 months	28 16.5%	16 32.0% bcf	1 5.9% a	3 10.7% a	0 0.0%	7 15.9%	1 5.0% a	13 27.1%	4 13.8%	2 20.0%	1 7.1%	2 15.4%	2 11.8%	4 10.3%
4-6 months	16 9.4%	4 8.0%	4 23.5%	2 7.1%	0 0.0%	3 6.8%	3 15.0%	4 8.3%	6 20.7%	0 0.0%	0 0.0%	3 23.1% f	0 0.0% e	3 7.7%
6-12 months	29 17.1%	7 14.0%	2 11.8%	5 17.9%	0 0.0%	11 25.0%	3 15.0%	6 12.5% d	3 10.3% d	2 20.0%	6 42.9% abe	1 7.7% d	4 23.5%	7 17.9%
1-2 years	24 14.1%	7 14.0%	3 17.6%	4 14.3%	1 11.1%	7 15.9%	2 10.0%	6 12.5%	6 20.7%	2 20.0%	1 7.1%	0 0.0%	4 23.5%	5 12.8%
3+ years	3 1.8%	0 0.0%	0 0.0%	1 3.6%	0 0.0%	2 4.5%	0 0.0%	0 0.0%	1 3.4%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	1 2.6%
Never	57 33.5%	11 22.0% D	6 35.3% d	9 32.1% D	8 88.9% AbCEf	13 29.5% D	9 45.0% d	13 27.1%	7 24.1%	3 30.0%	6 42.9%	6 46.2%	6 35.3%	16 41.0%

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



**Topic 3: Firm Performance**

**Rate your firm's performance during the last 2 months in the Covid-19 pandemic. (>-50% to >+50%)**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<u>Sales revenue</u>								
N	154	54	52	22	26	52	49	50
Mean	-17.81	-14.28	-16.92	-17.59	-27.12	-15.67	-14.78	-21.28
SD	31.79	24.74	30.43	38.28	40.60	28.97	28.93	35.86
<u>Profits</u>								
N	153	53	52	22	26	51	49	50
Mean	-14.67	-9.79	-11.96	-13.32	-31.15	-13.35	-10.84	-19.28
SD	29.94	24.92	28.57	33.84	34.40	27.16	27.00	34.48
		D	d		Ab			
<u>Customer acquisition</u>								
N	154	55	51	22	26	51	50	50
Mean	-9.19	-7.16	-7.65	-4.95	-20.12	-9.41	-10.06	-7.22
SD	29.01	22.95	24.44	28.12	44.72	26.24	27.02	33.13

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



**Topic 3: Firm Performance**

**Rate your firm's performance during the last 2 months in the Covid-19 pandemic. (>-50% to >+50%)**

	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
<u>Sales revenue</u>														
N	154	13	19	12	11	3	2	15	18	3	19	11	22	6
Mean	-17.81	-17.54	-21.74	-3.92	-22.73	-3.67	10.00	-13.47	-18.89	-11.00	-26.89	-29.73	-9.36	-32.50
SD	31.79	29.22	35.72	29.66	47.14	2.31	0.00	29.54	20.18	8.54	33.30	40.54	22.78	47.87
<u>Profits</u>														
N	153	13	19	12	11	3	2	15	18	3	19	11	21	6
Mean	-14.67	-16.15	-16.32	-1.50	-30.64	-10.33	-9.50	-10.80	-15.11	-4.33	-22.11	-17.00	-5.29	-25.67
SD	29.94	35.89	33.20	29.07	33.13	9.50	14.85	29.26	23.45	1.15	33.90	30.95	23.23	41.51
				d	cl								d	
<u>Customer acquisition</u>														
N	154	13	19	12	11	3	2	16	18	2	19	11	22	6
Mean	-9.19	-1.77	-0.58	-0.17	-26.36	-4.33	2.50	-10.25	-2.06	-0.50	-18.32	-17.64	-6.50	-32.50
SD	29.01	10.55	25.58	24.57	48.89	3.06	3.54	28.04	9.22	0.71	29.79	33.10	30.79	47.83
		m	m		h				djm		h			abh

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



**Topic 3: Firm Performance**

**Rate your firm's performance during the last 2 months in the Covid-19 pandemic. (>-50% to >+50%)**

	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
<u>Sales revenue</u>														
N	154	50	17	31	11	33	12	44	34	14	10	18	10	24
Mean	-17.81	-25.98	-15.71	-15.52	-11.36	-10.27	-19.33	-26.82	-6.21	-32.00	-21.70	-10.72	-0.70	-20.29
SD	31.79	35.29 e	33.13	34.24	12.86	26.62 a	31.04	36.15 Bf	30.47 Ac	33.16 bef	24.38 f	22.62 c	17.45 acd	30.64
<u>Profits</u>														
N	153	50	17	30	11	33	12	44	34	13	10	18	10	24
Mean	-14.67	-19.26	-15.47	-17.73	-4.36	-7.06	-17.08	-20.32	-8.15	-31.46	-10.50	-8.89	-0.20	-16.54
SD	29.94	34.67	32.74	30.47	12.94	20.60	35.13	35.37	26.23 c	34.13 bef	29.23	20.43 c	19.70 c	28.05
<u>Customer acquisition</u>														
N	154	50	17	31	11	33	12	44	35	14	10	18	10	23
Mean	-9.19	-14.32	-13.88	0.45	-1.73	-11.21	-7.42	-13.75	-1.77	-12.14	-8.20	-4.61	-9.10	-14.04
SD	29.01	32.82 c	29.45	29.04	11.95	27.29 a	23.76	31.64	32.93	29.46	21.96	20.72	23.62	27.81

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

 **Topic 3: Firm Performance**

**Considering the future, offer your best estimate regarding how each performance metric will look 12 months from now? (>-50% to >+50%)**

	Total	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>Sales revenue</u>								
N	153	54	51	22	26	52	48	50
Mean	4.23	7.06	6.63	5.00	-7.00	7.27	2.73	4.80
SD	23.62	21.24	25.83	18.74	25.42	25.62	17.41	24.34
		d	d		ab			
<u>Profits</u>								
N	152	53	51	22	26	51	48	50
Mean	2.63	5.43	8.02	2.86	-13.88	5.76	2.60	1.14
SD	22.26	19.91	20.14	15.14	28.35	22.89	16.26	24.53
		D	D	d	ABc			
<u>Customer acquisition</u>								
N	152	54	50	22	26	51	48	50
Mean	7.11	8.22	9.46	10.09	-2.27	10.06	7.58	4.74
SD	19.20	19.11	21.20	10.24	19.26	22.00	14.14	19.74
		d	d	D	abC			

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



**Topic 3: Firm Performance**

**Considering the future, offer your best estimate regarding how each performance metric will look 12 months from now? (>-50% to >+50%)**

	Total	Industry Sector												
		Banking	Finance	Communi-	Consumer			Healthcare	Manufac-	Mining	Service	Retail	Tech	Transportation
		Insurance	cations	Packaged	Consumer	Education	Energy	Pharm	turing	Construct-	Consulting	Wholesale	Software	
		RealEstate	Media	Goods	Services					ion			Biotech	
		A	B	C	D	E	F	G	H	I	J	K	L	M
<u>Sales revenue</u>														
N	153	13	19	12	11	3	2	15	18	3	18	11	22	6
Mean	4.23	2.38	-1.95	1.17	3.64	0.67	5.00	8.67	2.11	-3.00	9.50	1.27	12.05	-3.67
SD	23.62	14.49	26.96	7.94	24.61	4.04	7.07	26.53	12.68	15.39	32.25	17.98	24.28	49.48
<u>Profits</u>														
N	152	13	19	12	11	3	2	15	18	3	18	11	21	6
Mean	2.63	-0.62	-0.89	-0.67	-8.18	-2.67	-7.50	9.27	3.89	-5.67	7.44	7.55	6.24	0.83
SD	22.26	24.71	15.80	13.09	26.39	6.66	17.68	23.06	13.77	21.36	27.83	12.11	24.79	47.52
<u>Customer acquisition</u>														
N	152	13	19	12	11	3	2	15	18	2	18	11	22	6
Mean	7.11	4.85	3.05	6.92	4.09	1.33	6.50	8.00	4.22	11.50	13.78	6.45	12.14	1.50
SD	19.20	10.12	15.20	8.71	18.82	3.21	4.95	24.85	8.71	12.02	26.93	8.78	24.60	39.14

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



**Topic 3: Firm Performance**

**Considering the future, offer your best estimate regarding how each performance metric will look 12 months from now? (>-50% to >+50%)**

	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

Sales revenue

N	153	49	17	31	11	33	12	43	34	14	10	18	10	24
Mean	4.23	8.49	6.65	7.84	1.27	-0.52	-10.17	8.12	7.12	9.14	4.90	2.67	-1.30	-6.50
SD	23.62	32.55	26.84	16.18	14.29	13.17	14.28	33.46	19.71	25.06	17.93	13.47	17.03	12.90
				eF		cf	Ce	g	G	g	g	g		aBcde

Profits

N	152	49	17	30	11	33	12	43	34	13	10	18	10	24
Mean	2.63	6.08	4.94	4.50	3.36	-0.58	-11.33	6.37	2.65	10.38	3.80	2.67	-4.00	-6.08
SD	22.26	28.97	26.64	15.52	5.41	14.17	23.39	30.62	19.25	18.98	13.70	8.22	21.00	19.13
				f			c			g				c

Customer acquisition

N	152	49	17	30	11	33	12	43	34	14	10	18	10	23
Mean	7.11	10.27	7.53	9.90	4.73	3.64	-1.67	9.56	8.12	15.79	3.60	3.50	7.40	-0.04
SD	19.20	28.13	19.18	10.95	8.60	12.13	8.45	28.14	15.20	20.01	15.97	11.41	10.34	7.47
				eF		c	C		g	eG		c	g	bCf

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



**Topic 4: Marketing Spending**

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	Percent of budget	150	56	51	18	25	52	47
	12.61	11.27	11.30	17.27	14.94	9.51	12.86	16.21
	11.23	10.99	9.61	14.54	11.60	9.18	11.57	12.16
						C		A

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



**Topic 4: Marketing Spending**

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

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 of budget	150	13	18	10	10	3	3	16	19	2	20	9	20	7
	12.61	9.69	15.77	19.22	20.80	18.33	8.67	9.61	8.49	11.50	12.77	14.62	10.97	8.01
	11.23	9.77	12.52	14.96	12.10	2.89	5.51	8.91	9.50	2.12	11.76	15.26	9.75	5.99
		d		h	agHlm	m		d	cD				d	de

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



**Topic 4: Marketing Spending**

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

Number Mean SD	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
Percent of budget	150	53	16	28	10	32	10	46	33	12	9	17	11	22
	12.61	13.02	16.56	13.66	7.27	12.74	7.37	14.92	13.40	14.47	6.28	8.24	16.51	9.59
	11.23	10.49	9.56	10.64	6.93	13.63	12.67	10.76	10.79	12.62	7.03	6.24	14.81	12.98
			df		b		b	de			a	a		

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



**Topic 4: Marketing Spending**

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	Percent of revenues	152	55	51	20	26	53	47
	11.42	8.33	11.96	13.90	14.97	8.29	8.06	18.53
	14.77	10.67	15.80	17.61	17.22	12.78	10.68	17.94
		d			a	C	C	AB

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





**Topic 4: Marketing Spending**

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

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 revenues	152	12	18	11	10	2	3	16	18	3	21	10	22	6
	11.42	7.17	19.80	8.99	21.73	33.00	4.34	5.60	6.91	8.67	14.22	8.45	10.47	7.42
	14.77	7.44	19.98	6.81	20.93	24.04	4.04	9.18	12.40	6.03	18.14	15.20	11.05	8.39
		bdE	agh	E	agh	ACGhlm		bdE	bde				e	e

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



**Topic 4: Marketing Spending**

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

Number Mean SD	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
Percent of revenues	152	52	15	32	10	33	10	45	33	13	11	17	11	22
	11.42	13.76	17.20	12.75	5.60	7.20	6.05	14.90	14.65	17.85	2.93	8.94	5.50	4.78
	14.77	16.00	14.34	16.70	4.81	13.18	7.62	16.08	16.20	21.29	2.20	12.49	8.60	6.00
			def		b	b	b	dG	dG	dg	abc			ABc

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



## Topic 4: Marketing Spending

### What percent of your marketing budget has been lost or gained due to Covid-19 in the prior 2 months?

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Overall marketing budget	152 5.16 37.59	53 2.82 27.16	50 8.74 34.85	23 -4.35 44.91	26 11.46 51.81	53 4.51 35.91	46 3.91 35.99	50 9.11 39.46
Nondigital marketing budget	148 5.01 41.91	52 4.25 41.56	48 5.83 33.46	22 0.55 47.22	26 8.77 52.85	52 4.65 35.13	44 8.50 45.93	49 3.37 42.83
Digital marketing budget	147 4.92 32.67	51 3.67 26.57	48 9.27 30.39	22 2.50 37.22	26 1.38 43.17	52 8.77 35.31	44 3.36 31.86	48 4.15 28.53

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



**Topic 4: Marketing Spending**

**What percent of your marketing budget has been lost or gained due to Covid-19 in the prior 2 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	
Overall marketing budget	152	11	19	12	11	3	3	15	18	3	19	11	21	6
	5.16	-7.91	14.74	-8.17	18.18	6.67	-10.00	3.00	4.11	-18.33	15.89	-2.27	8.03	-1.67
	37.59	31.97	40.74	41.42	59.93	2.89	10.00	34.42	19.08	16.07	42.17	36.01	29.36	62.42
Nondigital marketing budget	148	11	19	11	11	3	3	14	18	3	18	11	20	6
	5.01	-5.18	13.95	-1.64	11.82	16.67	-8.33	0.00	10.83	-25.00	5.00	14.09	0.81	2.50
	41.91	42.15	36.19	37.76	61.57	30.55	7.64	33.57	40.77	21.79	33.08	47.00	49.23	67.21
Digital marketing budget	147	11	19	11	11	3	3	13	18	3	18	11	20	6
	4.92	-10.91	9.11	3.18	7.27	2.67	5.00	-2.31	3.00	-3.33	8.33	11.36	10.40	5.83
	32.67	29.22	35.94	32.36	53.36	4.62	13.23	27.43	15.73	15.28	36.24	21.22	34.36	57.13

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



**Topic 4: Marketing Spending**

**What percent of your marketing budget has been lost or gained due to Covid-19 in the prior 2 months?**

Number Mean SD	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
Overall marketing budget	152 5.16 37.59	51 13.72 42.20	17 -8.29 35.24 e	31 -4.13 36.95 e	10 -8.50 22.98 e	32 14.22 32.48 bcd	11 -1.45 34.10	43 15.19 37.27 B	34 -10.74 41.42 A	14 11.64 41.65	11 -6.36 30.50	17 3.24 25.25	11 11.82 34.08	22 9.95 37.00
Nondigital marketing budget	148 5.01 41.91	48 9.00 33.87	17 -6.82 37.98 e	30 -5.83 55.46 e	10 -11.50 27.99 e	32 22.88 39.83 bcd	11 -1.55 39.66	42 6.10 31.59	32 -7.68 43.70 g	14 10.43 64.25	10 1.50 39.30	17 1.76 36.57	11 10.64 35.16	22 19.23 46.84 b
Digital marketing budget	147 4.92 32.67	47 7.79 31.64	17 3.82 39.88	30 -1.00 38.74	10 -9.20 11.91 e	32 14.75 27.46 df	11 -5.27 29.13 e	41 9.71 30.33	32 -4.59 39.31	14 7.14 42.05	10 1.00 20.66	17 9.00 29.29	11 3.36 6.96	22 7.82 34.88

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



**Topic 4: Marketing Spending**

**When do you anticipate these marketing budgets returning to pre-pandemic levels: Overall marketing budget?**

	Total	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>Overall marketing budget</u>								
1 month	14 10.0%	5 10.0%	6 13.0%	3 13.6%	0 0.0%	6 13.0%	3 6.8%	5 10.9%
2-3 months	10 7.1%	1 2.0%	1 2.2%	4 18.2%	4 18.2%	2 4.3%	7 15.9%	1 2.2%
		cd	cd	ab	ab		c	b
4-6 months	17 12.1%	9 18.0%	5 10.9%	2 9.1%	1 4.5%	6 13.0%	6 13.6%	4 8.7%
6-12 months	41 29.3%	10 20.0%	18 39.1%	6 27.3%	7 31.8%	13 28.3%	10 22.7%	18 39.1%
		b	a					
1-2 years	37 26.4%	16 32.0%	9 19.6%	5 22.7%	7 31.8%	9 19.6%	14 31.8%	13 28.3%
3+ years	5 3.6%	2 4.0%	0 0.0%	0 0.0%	3 13.6%	1 2.2%	1 2.3%	3 6.5%
			d		b			
Never	16 11.4%	7 14.0%	7 15.2%	2 9.1%	0 0.0%	9 19.6%	3 6.8%	2 4.3%
						c		a

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



**Topic 4: Marketing Spending**

**When do you anticipate these marketing budgets returning to pre-pandemic levels: Overall marketing budget?**

	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>Overall marketing budget</u>														
1 month	14 10.0%	2 28.6% jl	3 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	4 23.5% jl	1 33.3% jl	0 0.0% ahi	2 18.2%	0 0.0% ahi	1 16.7%
2-3 months	10 7.1%	1 14.3%	1 5.6%	1 9.1%	1 10.0%	1 33.3% h	1 50.0% Hkl	1 7.1%	0 0.0% eF	0 0.0%	2 11.8%	0 0.0% f	1 4.8% f	0 0.0%
4-6 months	17 12.1%	1 14.3%	4 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 21.4%	3 17.6%	0 0.0%	1 5.9%	2 18.2%	2 9.5%	1 16.7%
6-12 months	41 29.3%	1 14.3%	4 22.2%	6 54.5% hm	4 40.0%	1 33.3%	0 0.0%	4 28.6%	2 11.8% c	0 0.0%	7 41.2%	4 36.4%	8 38.1%	0 0.0% c
1-2 years	37 26.4%	2 28.6%	3 16.7%	3 27.3%	4 40.0%	1 33.3%	1 50.0%	2 14.3%	4 23.5%	2 66.7% j	2 11.8% i	3 27.3%	8 38.1%	2 33.3%
3+ years	5 3.6%	0 0.0%	2 11.1%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	1 16.7%
Never	16 11.4%	0 0.0%	1 5.6%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	3 21.4%	4 23.5%	0 0.0%	5 29.4% 1	0 0.0%	1 4.8% j	1 16.7%

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



**Topic 4: Marketing Spending**

**When do you anticipate these marketing budgets returning to pre-pandemic levels: Overall marketing budget?**

	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
<u>Overall marketing budget</u>														
1 month	14 10.0%	4 8.9%	1 6.7%	5 17.2%	0 0.0%	3 10.0%	1 9.1%	4 10.3%	2 6.7%	4 28.6% e	1 9.1%	0 0.0% c	0 0.0%	3 13.0%
2-3 months	10 7.1%	3 6.7%	2 13.3% e	2 6.9%	2 22.2% e	0 0.0% bd	1 9.1%	4 10.3%	1 3.3%	2 14.3%	0 0.0%	2 14.3%	0 0.0%	1 4.3%
4-6 months	17 12.1%	7 15.6%	1 6.7%	3 10.3%	0 0.0%	4 13.3%	2 18.2%	7 17.9%	3 10.0%	1 7.1%	1 9.1%	0 0.0%	2 22.2%	3 13.0%
6-12 months	41 29.3%	18 40.0%	3 20.0%	9 31.0%	2 22.2%	7 23.3%	2 18.2%	14 35.9% c	11 36.7% c	0 0.0% abDe	5 45.5% Cg	6 42.9% cg	2 22.2%	3 13.0% de
1-2 years	37 26.4%	7 15.6% e	4 26.7%	8 27.6%	3 33.3%	11 36.7% a	4 36.4%	4 10.3% cdG	8 26.7%	6 42.9% a	4 36.4% a	3 21.4%	3 33.3%	9 39.1% A
3+ years	5 3.6%	1 2.2%	1 6.7%	1 3.4%	0 0.0%	2 6.7%	0 0.0%	1 2.6%	2 6.7%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	1 4.3%
Never	16 11.4%	5 11.1%	3 20.0%	1 3.4%	2 22.2%	3 10.0%	1 9.1%	5 12.8%	3 10.0%	1 7.1%	0 0.0%	2 14.3%	2 22.2%	3 13.0%

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





**Topic 4: Marketing Spending**

**When do you anticipate these marketing budgets returning to pre-pandemic levels: Nondigital marketing budget?**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<u>Nondigital marketing budget</u>								
1 month	10 7.2%	3 6.0%	5 10.9%	2 9.5%	0 0.0%	5 11.1%	1 2.3%	4 8.7%
2-3 months	7 5.0%	0 0.0%	1 2.2%	3 14.3%	3 13.6%	3 6.7%	3 6.8%	1 2.2%
		CD		A	A			
4-6 months	19 13.7%	8 16.0%	4 8.7%	3 14.3%	4 18.2%	3 6.7%	9 20.5%	6 13.0%
6-12 months	37 26.6%	9 18.0%	16 34.8%	7 33.3%	5 22.7%	14 31.1%	12 27.3%	11 23.9%
1-2 years	33 23.7%	16 32.0%	6 13.0%	4 19.0%	7 31.8%	7 15.6%	13 29.5%	12 26.1%
		b	a					
3+ years	5 3.6%	2 4.0%	0 0.0%	0 0.0%	3 13.6%	2 4.4%	0 0.0%	3 6.5%
			d		b			
Never	28 20.1%	12 24.0%	14 30.4%	2 9.5%	0 0.0%	11 24.4%	6 13.6%	9 19.6%
		d	D		aB			

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



**Topic 4: Marketing Spending**

**When do you anticipate these marketing budgets returning to pre-pandemic levels: Nondigital marketing budget?**

	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>Nondigital marketing budget</u>														
1 month	10 7.2%	1 14.3%	2 11.1%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	1 7.1%	3 17.6%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 16.7%
2-3 months	7 5.0%	1 14.3%	0 0.0%	1 10.0%	1 10.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	2 11.8%	0 0.0%	1 4.8%	0 0.0%
4-6 months	19 13.7%	2 28.6%	4 22.2%	0 0.0%	2 20.0%	0 0.0%	0 0.0%	1 7.1%	1 5.9%	0 0.0%	2 11.8%	2 18.2%	4 19.0%	1 6.7%
6-12 months	37 26.6%	2 28.6%	2 11.1%	6 60.0%	3 30.0%	2 66.7%	1 50.0%	4 28.6%	3 17.6%	0 0.0%	6 35.3%	5 45.5%	3 14.3%	0 0.0%
1-2 years	33 23.7%	0 0.0%	5 27.8%	3 30.0%	2 20.0%	1 33.3%	1 50.0%	2 14.3%	4 23.5%	1 33.3%	2 11.8%	3 27.3%	7 33.3%	2 33.3%
3+ years	5 3.6%	0 0.0%	1 5.6%	0 0.0%	1 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	1 16.7%
Never	28 20.1%	1 14.3%	4 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	5 35.7%	6 35.3%	1 33.3%	5 29.4%	1 9.1%	4 19.0%	1 16.7%

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



**Topic 4: Marketing Spending**

**When do you anticipate these marketing budgets returning to pre-pandemic levels? Nondigital marketing budget**

	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
<u>Nondigital marketing budget</u>														
1 month	10 7.2%	3 6.8%	0 0.0%	3 10.3%	0 0.0%	3 10.0%	1 9.1%	2 5.1%	2 6.9%	2 14.3%	1 9.1%	0 0.0%	0 0.0%	3 13.0%
2-3 months	7 5.0%	2 4.5%	0 0.0%	3 10.3%	1 11.1%	0 0.0%	1 9.1%	2 5.1%	1 3.4%	2 14.3%	0 0.0%	1 7.1%	0 0.0%	1 4.3%
4-6 months	19 13.7%	6 13.6%	2 13.3%	4 13.8%	1 11.1%	4 13.3%	2 18.2%	5 12.8%	5 17.2%	1 7.1%	3 27.3%	1 7.1%	1 11.1%	3 13.0%
6-12 months	37 26.6%	16 36.4%	3 20.0%	6 20.7%	3 33.3%	7 23.3%	2 18.2%	13 33.3%	8 27.6%	1 7.1%	4 36.4%	4 28.6%	3 33.3%	4 17.4%
1-2 years	33 23.7%	9 20.5%	4 26.7%	5 17.2%	1 11.1%	11 36.7%	3 27.3%	7 17.9%	7 24.1%	4 28.6%	2 18.2%	4 28.6%	3 33.3%	6 26.1%
3+ years	5 3.6%	0 0.0%	0 0.0%	2 6.9%	1 11.1%	2 6.7%	0 0.0%	0 0.0%	2 6.9%	0 0.0%	1 9.1%	1 7.1%	0 0.0%	1 4.3%
Never	28 20.1%	8 18.2%	6 40.0%	6 20.7%	2 22.2%	3 10.0%	2 18.2%	10 25.6%	4 13.8%	4 28.6%	0 0.0%	3 21.4%	2 22.2%	5 21.7%

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



**Topic 4: Marketing Spending**

**When do you anticipate these marketing budgets returning to pre-pandemic levels: Digital marketing budget?**

	Total	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>Digital marketing budget</u>								
1 month	36 26.5%	12 24.0%	12 27.3%	6 30.0%	6 27.3%	12 26.7%	11 26.2%	13 28.3%
2-3 months	8 5.9%	4 8.0%	1 2.3%	1 5.0%	2 9.1%	3 6.7%	5 11.9%	0 0.0%
							c	b
4-6 months	24 17.6%	9 18.0%	10 22.7%	4 20.0%	1 4.5%	6 13.3%	7 16.7%	10 21.7%
6-12 months	35 25.7%	10 20.0%	14 31.8%	3 15.0%	8 36.4%	12 26.7%	9 21.4%	14 30.4%
1-2 years	13 9.6%	3 6.0%	3 6.8%	2 10.0%	5 22.7%	3 6.7%	4 9.5%	5 10.9%
		d			a			
3+ years	2 1.5%	2 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	1 2.2%
Never	18 13.2%	10 20.0%	4 9.1%	4 20.0%	0 0.0%	9 20.0%	5 11.9%	3 6.5%
		d		d	ac			

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



**Topic 4: Marketing Spending**

**When do you anticipate these marketing budgets returning to pre-pandemic levels: Digital marketing budget?**

	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>Digital marketing budget</u>														
1 month	36 26.5%	4 57.1% cj	4 22.2%	0 0.0% ae	3 30.0%	2 66.7% cj	0 0.0%	3 23.1%	5 29.4%	1 33.3%	1 5.9% aekl	4 36.4% j	7 33.3% j	2 40.0%
2-3 months	8 5.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	2 11.8%	0 0.0%	2 11.8%	1 9.1%	2 9.5%	0 0.0%
4-6 months	24 17.6%	1 14.3%	6 33.3%	2 22.2%	1 10.0%	0 0.0%	1 50.0%	1 7.7%	2 11.8%	0 0.0%	4 23.5%	3 27.3%	3 14.3%	0 0.0%
6-12 months	35 25.7%	0 0.0% ci	4 22.2%	5 55.6% ah	3 30.0%	1 33.3%	0 0.0%	3 23.1%	2 11.8% ci	2 66.7% ah	7 41.2%	2 18.2%	5 23.8%	1 20.0%
1-2 years	13 9.6%	2 28.6% j	2 11.1%	1 11.1%	3 30.0% j	0 0.0%	0 0.0%	1 7.7%	1 5.9%	0 0.0%	0 0.0% adm	0 0.0% m	1 4.8% m	2 40.0% jkl
3+ years	2 1.5%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.8%	0 0.0%
Never	18 13.2%	0 0.0%	1 5.6%	1 11.1%	0 0.0% f	0 0.0%	1 50.0% d	4 30.8%	5 29.4%	0 0.0%	3 17.6%	1 9.1%	2 9.5%	0 0.0%

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



**Topic 4: Marketing Spending**

**When do you anticipate these marketing budgets returning to pre-pandemic levels: Digital marketing budget?**

	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
<u>Digital marketing budget</u>														
1 month	36 26.5%	8 18.2% b	7 46.7% a	8 29.6%	2 22.2%	9 30.0%	2 18.2%	7 17.9% C	7 25.0% c	8 57.1% AbE	3 30.0%	1 7.1% C	3 33.3%	7 31.8%
2-3 months	8 5.9%	3 6.8%	1 6.7%	1 3.7%	1 11.1%	2 6.7%	0 0.0%	2 5.1%	2 7.1%	1 7.1%	1 10.0%	1 7.1%	1 11.1%	0 0.0%
4-6 months	24 17.6%	8 18.2%	1 6.7%	6 22.2%	1 11.1%	4 13.3%	4 36.4%	8 20.5%	5 17.9%	1 7.1%	3 30.0%	2 14.3%	0 0.0%	5 22.7%
6-12 months	35 25.7%	17 38.6% B	0 0.0% Ade	6 22.2%	3 33.3% b	7 23.3% b	2 18.2%	14 35.9% c	5 17.9%	1 7.1% ae	2 20.0%	6 42.9% c	2 22.2%	5 22.7%
1-2 years	13 9.6%	3 6.8%	2 13.3%	3 11.1%	1 11.1%	3 10.0%	1 9.1%	1 2.6%	4 14.3%	2 14.3%	1 10.0%	1 7.1%	1 11.1%	3 13.6%
3+ years	2 1.5%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	1 3.3%	0 0.0%	0 0.0%	2 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Never	18 13.2%	5 11.4%	3 20.0%	3 11.1%	1 11.1%	4 13.3%	2 18.2%	7 17.9%	3 10.7%	1 7.1%	0 0.0%	3 21.4%	2 22.2%	2 9.1%

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



**Topic 4: Marketing Spending**

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

	Total	Primary Economic Sector				Internet Sales %		
Number		B2B	B2B	B2C	B2C	0%	1-10%	>10%
Mean		Product	Services	Product	Services	A	B	C
SD		A	B	C	D	A	B	C
Percent change	152	53	51	22	26	53	45	51
	0.94	-0.41	1.05	-1.50	5.54	-0.44	0.47	1.96
	26.40	23.36	30.30	24.75	26.32	28.55	24.19	26.84

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



**Topic 4: Marketing Spending**

**By what percent has your overall marketing spending changed in 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	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 change	152	12	19	12	11	3	2	15	18	3	19	11	21	6	
	0.94	3.58	-2.58	-4.29	1.59	-1.00	-5.00	5.33	2.61	1.67	-2.03	5.00	1.21	3.66	
	26.40	19.03	36.48	27.44	36.31	7.81	21.21	23.86	12.35	42.52	26.59	6.71	31.68	35.67	

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





## Topic 4: Marketing Spending

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

Number Mean SD	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
Percent change	152	51	17	31	10	32	11	43	34	14	11	17	11	22
	0.94	0.11	4.85	-0.74	-6.90	3.09	4.36	0.02	-0.55	3.25	5.64	3.71	-4.36	1.73
	26.40	32.75	28.53	21.79	19.28	24.03	13.43	29.74	30.85	29.94	23.57	22.55	27.78	11.44

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



**Topic 4: Marketing Spending**

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Overall marketing spending	149 1.64 23.55	52 1.47 18.22	49 10.03 23.29	22 -4.33 25.61	26 -8.81 27.04	51 3.43 23.82	47 2.73 23.37	48 0.50 22.75
		b	acD	b	B			

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



**Topic 4: Marketing Spending**

**Relative to the prior 12 months, note your company's percentage change in overall marketing spending during the next 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	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	
Overall marketing	149	12	19	12	11	2	2	14	17	2	20	11	21	6
spending	1.64	8.00	6.68	-1.69	-7.60	-2.50	5.00	12.86	-1.65	0.00	0.99	-5.73	2.74	-7.74
	23.55	16.73	22.95	25.39	30.60	3.54	7.07	24.16	10.43	28.28	23.03	20.05	22.79	51.40
								h	g					

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



**Topic 4: Marketing Spending**

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

Number Mean SD	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
Overall marketing spending	149 1.64 23.55	48 2.02 27.05	17 3.25 25.74	31 4.05 21.30	10 -1.40 11.78	32 1.21 24.69	11 -5.36 15.77	41 7.65 23.22	34 2.53 28.03	14 -5.66 18.84	11 2.00 24.31	17 -4.94 16.65	11 14.71 26.22	21 -8.40 17.03
							eG			f		af	ceG	AF

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



## Topic 4: Marketing Spending

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Digital marketing spending	144 8.35 22.91	51 10.27 20.44	46 11.17 24.58	21 9.52 14.51	26 -1.37 28.09	48 6.39 24.70	46 9.82 23.37	47 10.68 19.57
		d			a			
Customer relationship management	139 5.66 13.21	51 4.86 12.87	43 9.00 12.73	20 5.50 11.75	25 1.63 15.05	47 7.13 13.35	46 7.24 13.40	43 3.14 11.70
			d		b			
Brand building	144 2.11 21.51	52 5.86 20.04	46 3.19 21.24	20 3.65 11.45	26 -8.51 27.65	49 3.91 20.25	46 4.31 22.07	46 -0.70 21.38
		d	d		ab			
Traditional advertising spending	138 -5.34 19.98	50 -1.82 18.28	42 -3.81 16.23	20 -8.53 22.74	26 -12.11 24.94	45 -4.79 21.01	46 -1.35 18.53	44 -8.51 19.02
		d			a			

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



**Topic 4: Marketing Spending**

**Relative to the prior 12 months, note your company's percentage change in marketing 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
Digital marketing spending	144 8.35 22.91	12 10.70 20.66	19 12.21 26.54	10 14.50 17.71	11 2.31 31.40	2 1.50 4.95	2 7.50 17.68	12 13.33 19.81	17 5.41 14.27	2 0.00 14.14	19 4.00 22.50	11 9.55 13.87	21 14.14 22.63	6 -12.77 44.81
Customer relationship management	139 5.66 13.21	11 5.74 15.61	18 5.56 15.15	10 1.70 5.38	10 7.50 9.20	2 5.00 7.07	2 25.00 21.21	12 4.00 8.75	17 3.41 12.47	2 0.00 14.14	18 10.67 13.41	11 7.27 9.05	21 8.34 12.30	5 -16.45 19.92
		m	m	Fm	M		Cgh	fM	fm		M	M	M abcDGhJK	L
Brand building	144 2.11 21.51	12 0.08 22.65	19 2.49 17.97	11 0.45 9.61	11 5.93 25.81	2 0.00 0.00	2 5.00 7.07	13 9.04 11.25	17 3.94 10.93	2 5.00 7.07	18 -5.19 24.36	10 3.50 13.55	21 5.99 29.79	6 -14.49 45.11
Traditional advertising spending	138 -5.34 19.98	12 -1.29 18.48	19 0.00 6.01	11 -11.10 24.08	10 -6.60 24.95	2 -2.50 3.54	2 -25.00 35.36	12 -5.42 19.36	17 -3.53 15.66	2 -5.00 7.07	16 -5.60 20.18	10 -16.30 20.82	20 3.45 20.09	5 -31.85 29.98
		m	FKM				B	m	M		m	Bl	kM	aBgHjL

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



## Topic 4: Marketing Spending

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

Number Mean SD	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
Digital marketing spending	144 8.35 22.91	44 8.87 24.05	17 8.88 25.09	30 15.20 20.94	10 1.30 9.84	32 4.75 25.98	11 3.64 17.33	38 9.86 23.53	33 11.12 25.40	14 10.03 20.84	10 11.20 14.34	17 0.85 21.77	11 18.22 25.21	21 -0.34 20.50
Customer relationship management	139 5.66 13.21	42 5.88 12.86	16 7.68 16.39	29 7.42 12.73	10 -0.20 9.21	32 4.53 14.39	10 5.80 10.52	36 6.31 13.74	31 9.13 15.22	14 4.64 11.68	10 5.00 7.07	17 2.53 15.17	11 8.64 8.39	20 1.15 12.21
Brand building	144 2.11 21.51	46 1.73 22.08	16 11.15 25.72	30 2.00 18.50	9 -8.00 17.17	32 0.29 24.08	11 4.36 12.75	40 5.04 17.10	33 5.86 25.90	13 -6.52 24.82	10 3.00 12.95	17 -1.59 23.47	10 4.00 25.47	21 -2.37 19.03
Traditional advertising spending	138 -5.34 19.98	42 -4.40 18.96	15 -5.68 23.99	29 -4.54 21.69	9 -4.44 6.82	32 -7.66 21.55	11 -4.55 19.24	36 -6.80 21.57	32 -1.60 22.39	12 -7.92 16.58	10 -5.70 17.49	17 -4.68 17.02	10 -5.05 24.38	21 -7.55 17.85

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



**Topic 4: Marketing Spending**

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	Current	152 16.68 20.68	53 16.98 19.55	51 20.12 24.65	22 13.95 18.45	26 11.62 15.16	53 20.57 26.06	47 12.79 14.87

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





**Topic 4: 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	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	
Current	152	12	19	12	11	3	2	15	18	3	20	11	20	6
	16.68	9.42	14.37	11.67	9.27	16.67	12.50	24.27	13.28	36.67	27.75	14.27	12.60	25.83
	20.68	14.60	19.20	17.49	11.22	20.21	10.61	24.88	16.11	15.28	32.88	6.99	16.98	23.33
		i		i	I				i	acDhKl		I	i	

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



**Topic 4: Marketing Spending**

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

Number Mean SD	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
Current	152	50	17	32	10	32	11	43	34	14	11	17	11	22
	16.68	19.64	13.12	13.03	18.00	19.81	9.00	20.23	13.15	16.79	19.55	16.47	17.45	13.45
	20.68	27.04	16.29	15.86	17.63	17.82	14.29	27.28	18.18	18.56	18.20	10.27	20.50	18.87

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



**Topic 4: Marketing Spending**

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	Percent of your marketing budget	153 4.35 5.68	54 5.47 6.42 d	51 4.97 5.92 d	22 2.82 4.60	26 2.12 3.14 ab	53 5.15 6.37 c	47 5.14 5.51 c

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



**Topic 4: 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	153	12	19	12	11	3	2	15	18	3	20	11	21	6	
	4.35	0.93	2.26	3.33	2.36	7.97	5.00	5.46	7.20	10.30	5.00	4.99	4.00	5.15	
	5.68	1.50	3.03	5.89	3.38	10.34	7.07	5.42	7.59	9.46	5.73	5.89	4.79	8.22	
		eGHIjkl	eghI		i	ab		Ab	Ab	ABd	a	a	a		

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



**Topic 4: Marketing Spending**

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

Number Mean SD	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
Percent of your marketing budget	153	51	17	32	10	32	11	44	34	14	11	17	11	22
	4.35	3.82	4.41	2.69	5.19	6.45	4.73	4.11	2.99	3.93	4.73	6.81	5.08	4.76
	5.68	5.57	5.08	4.41	6.05	7.10	4.29	5.25	5.26	5.84	3.04	7.14	6.99	6.08
				e		c			e			b		

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



**Topic 5: Marketing Jobs**

**What percent of marketing jobs in your company were lost due the Covid-19 pandemic?**

Number Mean SD	Total	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 percent of marketing jobs in your company were lost due the Covid-19 pandemic?	210	69	70	35	36	70	66	69
	9.23	6.80	8.24	9.80	15.25	9.64	6.09	10.81
	19.11	12.27	17.91	22.21	26.95	21.57	13.01	19.92
		d		a				

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



**Topic 5: Marketing Jobs**

**What percent of marketing jobs in your company were lost due the Covid-19 pandemic?**

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	
What percent of marketing jobs in your company were lost due the Covid-19 pandemic?	210	21	23	16	13	3	4	24	23	5	24	20	24	10
	9.23	4.29	11.83	7.81	12.31	3.33	0.00	4.21	4.96	15.00	13.79	9.55	11.13	20.20
	19.11	15.35	19.06	25.10	23.42	5.77	0.00	8.54	10.69	20.62	29.19	14.47	15.59	30.25
								m	m					gh

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



**Topic 5: Marketing Jobs**

**What percent of marketing jobs in your company were lost due the Covid-19 pandemic?**

Number Mean SD	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
What percent of marketing jobs in your company were lost due the Covid-19 pandemic?	210 9.23 19.11	63 11.56 25.75	21 11.67 18.66	38 9.45 16.26	15 3.00 4.55	49 8.63 16.90	22 2.86 5.47	57 10.26 24.02	43 10.21 21.11	15 14.07 21.60	18 10.00 12.41	20 5.90 6.90	12 4.58 14.37	44 7.95 16.62
			f				b							

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





**Topic 5: Marketing Jobs**

**When do you anticipate these marketing jobs returning to pre-pandemic levels?**

	Total	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 month	22 15.1%	5 10.0%	6 12.5%	5 22.7%	6 23.1%	6 13.3%	10 20.8%	6 12.2%
2-3 months	10 6.8%	1 2.0%	3 6.3%	2 9.1%	4 15.4%	2 4.4%	5 10.4%	3 6.1%
4-6 months	17 11.6%	5 10.0%	5 10.4%	4 18.2%	3 11.5%	5 11.1%	6 12.5%	6 12.2%
6-12 months	28 19.2%	13 26.0%	10 20.8%	3 13.6%	2 7.7%	7 15.6%	12 25.0%	9 18.4%
1-2 years	29 19.9%	12 24.0%	9 18.8%	3 13.6%	5 19.2%	11 24.4%	8 16.7%	8 16.3%
3+ years	5 3.4%	3 6.0%	1 2.1%	0 0.0%	1 3.8%	3 6.7%	1 2.1%	1 2.0%
Never	35 24.0%	11 22.0%	14 29.2%	5 22.7%	5 19.2%	11 24.4%	6 12.5%	16 32.7%

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



**Topic 5: Marketing Jobs**

**When do you anticipate these marketing jobs returning to pre-pandemic levels?**

	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 month	22 15.1%	4 33.3% jl	2 11.1% f	3 25.0% j	3 33.3% j	1 50.0% J	2 66.7% bghJL	2 12.5% f	2 12.5% f	0 0.0%	0 0.0% acdEF	1 9.1%	1 5.3% aF	1 16.7%
2-3 months	10 6.8%	1 8.3%	0 0.0%	1 8.3%	1 11.1%	0 0.0%	0 0.0%	3 18.8%	0 0.0%	1 20.0%	1 5.9%	0 0.0%	2 10.5%	0 0.0%
4-6 months	17 11.6%	0 0.0% dk	3 16.7%	1 8.3%	3 33.3% a	0 0.0%	0 0.0%	1 6.3%	2 12.5%	0 0.0%	1 5.9% k	4 36.4% ajl	1 5.3% k	1 16.7%
6-12 months	28 19.2%	1 8.3%	3 16.7%	3 25.0%	1 11.1%	0 0.0%	0 0.0%	2 12.5%	5 31.3%	0 0.0%	4 23.5%	3 27.3%	6 31.6%	0 0.0%
1-2 years	29 19.9%	3 25.0%	6 33.3% c	0 0.0% beI	1 11.1% i	1 50.0% c	0 0.0%	2 12.5% I	3 18.8% i	4 80.0% CdGhijkl	4 23.5% i	1 9.1% i	3 15.8% i	1 16.7%
3+ years	5 3.4%	0 0.0%	2 11.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 10.5%	0 0.0%
Never	35 24.0%	3 25.0%	2 11.1%	4 33.3%	0 0.0% jm	0 0.0%	1 33.3%	5 31.3%	4 25.0%	0 0.0%	7 41.2% d	2 18.2%	4 21.1%	3 50.0% d

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



**Topic 5: Marketing Jobs**

**When do you anticipate these marketing jobs returning to pre-pandemic levels?**

	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
1 month	22 15.1%	5 12.5%	2 13.3%	5 17.9%	0 0.0%	5 14.7%	5 29.4%	6 17.1%	4 14.3%	2 14.3%	1 5.9%	0 0.0%	3 42.9%	5 16.1%
2-3 months	10 6.8%	3 7.5%	0 0.0%	3 10.7%	1 10.0%	2 5.9%	1 5.9%	2 5.7%	1 3.6%	1 7.1%	3 17.6%	1 7.7%	0 0.0%	2 6.5%
4-6 months	17 11.6%	7 17.5%	3 20.0%	2 7.1%	0 0.0%	5 14.7%	0 0.0%	7 20.0%	3 10.7%	2 14.3%	2 11.8%	1 7.7%	1 14.3%	1 3.2%
6-12 months	28 19.2%	9 22.5%	4 26.7%	5 17.9%	1 10.0%	8 23.5%	1 5.9%	6 17.1%	9 32.1%	0 0.0%	4 23.5%	4 30.8%	1 14.3%	4 12.9%
1-2 years	29 19.9%	4 10.0%	3 20.0%	8 28.6%	2 20.0%	8 23.5%	3 17.6%	3 8.6%	6 21.4%	5 35.7%	2 11.8%	3 23.1%	2 28.6%	8 25.8%
3+ years	5 3.4%	1 2.5%	0 0.0%	0 0.0%	1 10.0%	0 0.0%	3 17.6%	1 2.9%	0 0.0%	0 0.0%	1 5.9%	0 0.0%	0 0.0%	3 9.7%
Never	35 24.0%	11 27.5%	3 20.0%	5 17.9%	5 50.0%	6 17.6%	4 23.5%	10 28.6%	5 17.9%	4 28.6%	4 23.5%	4 30.8%	0 0.0%	8 25.8%

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



## Topic 5: Marketing Jobs

### How have you used your marketing employees during the pandemic?

N=207	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Getting active online to promote the company and its offerings	142 68.6%	52 74.3%	49 72.1%	18 56.3%	23 62.2%	53 79.1% b	41 62.1% a	46 67.6%
Developing new advertising and promotional strategies	136 65.7%	50 71.4%	38 55.9%	22 68.8%	26 70.3%	40 59.7%	43 65.2%	50 73.5%
Reaching out to current customers with information	135 65.2%	47 67.1%	49 72.1% c	16 50.0% b	23 62.2%	48 71.6%	44 66.7%	40 58.8%
Improving digital interfaces for customers	128 61.8%	47 67.1%	35 51.5% C	26 81.3% Bd	20 54.1% c	39 58.2%	38 57.6%	47 69.1%
Improving customer experiences	111 53.6%	36 51.4%	32 47.1%	21 65.6%	22 59.5%	30 44.8% c	35 53.0%	42 61.8% a
Deepening back end digital marketing capabilities	103 49.8%	32 45.7% c	31 45.6% c	22 68.8% ab	18 48.6%	27 40.3%	36 54.5%	38 55.9%

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



## Topic 5: Marketing Jobs

### How have you used your marketing employees during the pandemic?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Performing customer research	95 45.9%	37 52.9%	25 36.8%	16 50.0%	17 45.9%	33 49.3%	26 39.4%	34 50.0%
Generating new leads	92 44.4%	38 54.3%	36 52.9%	9 28.1%	9 24.3%	39 58.2%	20 30.3%	30 44.1%
Generating new product and service ideas	92 44.4%	32 45.7%	28 41.2%	17 53.1%	15 40.5%	27 40.3%	28 42.4%	37 54.4%
Exploring new partnerships	64 30.9%	24 34.3%	15 22.1%	16 50.0%	9 24.3%	18 26.9%	17 25.8%	28 41.2%
Making contact with leads	63 30.4%	29 41.4%	22 32.4%	4 12.5%	8 21.6%	26 38.8%	17 25.8%	20 29.4%
Scouting acquisition opportunities	24 11.6%	9 12.9%	6 8.8%	3 9.4%	6 16.2%	8 11.9%	7 10.6%	9 13.2%

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



**Topic 5: Marketing Jobs**

**How have you used your marketing employees during the pandemic?**

N=207

	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
Getting active online to promote the company and its offerings	142 68.6%	12 57.1% h	13 59.1% h	9 60.0%	7 58.3%	3 100.0%	3 75.0%	14 58.3% h	19 86.4% abg	5 100.0%	15 68.2%	15 71.4%	21 80.8%	6 60.0%
Developing new advertising and promotional strategies	136 65.7%	14 66.7%	12 54.5%	12 80.0%	7 58.3%	3 100.0%	1 25.0% hl	13 54.2%	17 77.3% f	2 40.0%	13 59.1%	15 71.4%	20 76.9% f	7 70.0%
Reaching out to current customers with information	135 65.2%	12 57.1%	14 63.6%	8 53.3%	9 75.0%	2 66.7%	3 75.0%	17 70.8%	15 68.2%	3 60.0%	17 77.3%	10 47.6%	18 69.2%	7 70.0%
Improving digital interfaces for customers	128 61.8%	14 66.7% e	9 40.9% ciK	12 80.0% be	7 58.3%	0 0.0% aciKl	3 75.0%	15 62.5%	11 50.0% k	5 100.0% be	11 50.0% k	18 85.7% BEhj	17 65.4% e	6 60.0%
Improving customer experiences	111 53.6%	15 71.4% l	12 54.5%	6 40.0% k	8 66.7%	2 66.7%	2 50.0%	12 50.0%	10 45.5% k	2 40.0%	12 54.5%	16 76.2% chL	9 34.6% aK	5 50.0%

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



**Topic 5: Marketing Jobs**

**How have you used your marketing employees during the pandemic?**

N=207

	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
Deepening back end digital marketing capabilities	103 49.8%	12 57.1%	9 40.9% m	9 60.0%	4 33.3% m	1 33.3%	2 50.0%	9 37.5% m	10 45.5%	4 80.0%	10 45.5%	11 52.4%	14 53.8%	8 80.0% bdg
Performing customer research	95 45.9%	7 33.3%	13 59.1%	9 60.0%	5 41.7%	2 66.7%	2 50.0%	12 50.0%	10 45.5%	2 40.0%	11 50.0%	6 28.6%	13 50.0%	3 30.0%
Generating new leads	92 44.4%	4 19.0% hJL	8 36.4% jl	3 20.0% hJL	5 41.7%	2 66.7%	2 50.0%	10 41.7% l	13 59.1% ack	2 40.0%	15 68.2% AbCK	5 23.8% hJL	19 73.1% AbCgK	4 40.0%
Generating new product and service ideas	92 44.4%	7 33.3% e	12 54.5% i	6 40.0%	5 41.7%	3 100.0% agik	1 25.0%	8 33.3% e	11 50.0%	0 0.0% bejl	13 59.1% i	7 33.3% e	16 61.5% i	3 30.0%
Exploring new partnerships	64 30.9%	4 19.0%	5 22.7%	6 40.0%	4 33.3%	0 0.0%	2 50.0%	6 25.0%	5 22.7%	0 0.0%	9 40.9%	8 38.1%	12 46.2%	3 30.0%
Making contact with leads	63 30.4%	3 14.3% gl	7 31.8% c	0 0.0% bdeGhijL	5 41.7% c	1 33.3% c	0 0.0%	10 41.7% aC	8 36.4% c	2 40.0% c	8 36.4% c	4 19.0% l	13 50.0% aCk	2 20.0%
Scouting acquisition opportunities	24 11.6%	2 9.5%	2 9.1%	0 0.0% em	1 8.3%	1 33.3% c	0 0.0%	3 12.5%	2 9.1%	0 0.0%	2 9.1%	3 14.3%	5 19.2%	3 30.0% c

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



**Topic 5: Marketing Jobs**

**How have you used your marketing employees during the pandemic?**

N=207

	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
Getting active online to promote the company and its offerings	142 68.6%	43 70.5%	14 66.7%	24 63.2% d	14 93.3% cf	34 70.8%	13 59.1% d	40 71.4% c	29 69.0%	6 40.0% aef	11 61.1%	16 80.0% c	11 84.6% c	29 69.0%
Developing new advertising and promotional strategies	136 65.7%	32 52.5% cf	15 71.4%	29 76.3% a	10 66.7%	32 66.7%	17 77.3% a	31 55.4%	30 71.4%	10 66.7%	12 66.7%	13 65.0%	9 69.2%	30 71.4%
Reaching out to current customers with information	135 65.2%	42 68.9% f	16 76.2% f	26 68.4% f	11 73.3%	31 64.6%	9 40.9% abc	40 71.4%	31 73.8% g	9 60.0%	13 72.2%	14 70.0%	6 46.2%	22 52.4% b
Improving digital interfaces for customers	128 61.8%	33 54.1% E	12 57.1% e	20 52.6% E	8 53.3% e	41 85.4% AbCdf	13 59.1% e	32 57.1%	22 52.4% f	6 40.0% f	13 72.2%	14 70.0%	11 84.6% bc	29 69.0%
Improving customer experiences	111 53.6%	25 41.0% E	8 38.1% e	21 55.3%	9 60.0%	33 68.8% Ab	13 59.1%	26 46.4% g	17 40.5% g	8 53.3%	12 66.7%	12 60.0%	8 61.5%	28 66.7% ab

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





**Topic 5: Marketing Jobs**

**How have you used your marketing employees during the pandemic?**

	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
Deepening back end digital marketing capabilities	103 49.8%	16 26.2% BCdEF	13 61.9% A	22 57.9% A	8 53.3% a	30 62.5% A	13 59.1% A	18 32.1% EG	20 47.6%	7 46.7%	9 50.0%	14 70.0% A	7 53.8%	27 64.3% A
Performing customer research	95 45.9%	25 41.0%	11 52.4%	15 39.5%	8 53.3%	22 45.8%	14 63.6%	25 44.6%	20 47.6%	6 40.0%	5 27.8%	8 40.0%	7 53.8%	23 54.8%
Generating new leads	92 44.4%	32 52.5% Ef	12 57.1% e	20 52.6% e	9 60.0% e	13 27.1% Abcd	6 27.3% a	27 48.2% g	24 57.1% G	6 40.0%	6 33.3%	12 60.0% g	6 46.2%	11 26.2% aBe
Generating new product and service ideas	92 44.4%	28 45.9%	11 52.4%	23 60.5% E	5 33.3%	15 31.3% C	9 40.9%	25 44.6%	22 52.4% g	10 66.7% g	6 33.3%	9 45.0%	6 46.2%	13 31.0% bc
Exploring new partnerships	64 30.9%	22 36.1%	7 33.3%	13 34.2%	4 26.7%	14 29.2%	4 18.2%	20 35.7%	15 35.7%	5 33.3%	7 38.9%	5 25.0%	2 15.4%	9 21.4%
Making contact with leads	63 30.4%	30 49.2% bcEf	5 23.8% a	10 26.3% a	4 26.7%	10 20.8% A	4 18.2% a	27 48.2% bG	11 26.2% a	5 33.3%	4 22.2%	6 30.0%	3 23.1%	7 16.7% A
Scouting acquisition opportunities	24 11.6%	5 8.2%	3 14.3%	8 21.1%	0 0.0%	6 12.5%	2 9.1%	5 8.9% c	4 9.5% c	5 33.3% abd	1 5.6% c	2 10.0%	2 15.4%	5 11.9%

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



**Topic 5: 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	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	208	71	69	32	36	70	65	67
	-3.52	-2.14	-3.20	-6.22	-4.46	-0.42	-4.00	-5.36
	20.60	18.88	21.73	22.65	20.32	21.01	16.41	23.24

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



**Topic 5: 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	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 change	208	22	22	15	13	3	4	22	23	5	24	19	26	10
	-3.52	-4.22	-4.11	-10.24	-3.23	0.00	2.50	2.73	1.00	-25.71	1.61	-13.86	-1.54	-5.34
	20.60	22.19	22.09	19.52	9.35	20.00	12.58	8.69	3.61	28.61	12.79	27.74	27.44	34.19
				Ghj	i			Clk	clk	dGHJ	clk	ghj		

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



**Topic 5: 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	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	208	62	21	38	15	49	21	56	43	15	18	20	13	42
	-3.52	-0.28	-1.24	-4.30	-10.90	-5.05	-4.28	2.74	-4.14	-5.90	-11.06	-6.18	-8.35	-4.00
	20.60	21.15	24.05	21.59	22.31	18.13	18.39	17.30	25.33	17.44	23.94	18.41	18.53	19.63
								Df			A		a	

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



**Topic 5: Marketing Jobs**

**Has the percentage of outsourced marketing activities changed in the wake of the Covid-19 pandemic?**

	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D	A	B	C
Increased	41 19.4%	19 26.4%	8 11.6%	8 24.2%	6 16.2%	13 18.3%	11 16.7%	17 25.0%
		b	a					
Decreased	46 21.8%	14 19.4%	15 21.7%	5 15.2%	12 32.4%	19 26.8%	14 21.2%	10 14.7%
No change	124 58.8%	39 54.2%	46 66.7%	20 60.6%	19 51.4%	39 54.9%	41 62.1%	41 60.3%

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



**Topic 5: Marketing Jobs**

**Has the percentage of outsourced marketing activities changed in the wake of the Covid-19 pandemic?**

	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
Increased	41 19.4%	4 18.2%	3 14.3%	2 12.5%	1 7.7%	0 0.0%	0 0.0%	4 16.7%	6 26.1%	0 0.0%	5 20.8%	6 30.0%	8 30.8%	2 20.0%
Decreased	46 21.8%	4 18.2%	6 28.6%	2 12.5%	5 38.5%	0 0.0%	2 50.0%	8 33.3%	3 13.0%	2 40.0%	2 8.3%	2 10.0%	6 23.1%	4 40.0%
No change	124 58.8%	14 63.6%	12 57.1%	12 75.0%	7 53.8%	3 100.0%	2 50.0%	12 50.0%	14 60.9%	3 60.0%	17 70.8%	12 60.0%	12 46.2%	4 40.0%

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




**Topic 5: Marketing Jobs**

**Has the percentage of outsourced marketing activities changed in the wake of the Covid-19 pandemic?**

	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
Increased	41 19.4%	12 19.0% f	6 28.6% F	11 28.9% F	2 13.3%	9 18.4% f	0 0.0% aBCe	11 19.3% c	10 23.3%	7 46.7% adFG	1 5.6% ce	7 35.0% dfg	0 0.0% Ce	5 11.4% Ce
Decreased	46 21.8%	11 17.5%	3 14.3%	7 18.4%	3 20.0%	16 32.7%	5 21.7%	8 14.0% fg	9 20.9%	1 6.7% f	5 27.8%	3 15.0%	6 46.2% ac	14 31.8% a
No change	124 58.8%	40 63.5%	12 57.1%	20 52.6% f	10 66.7%	24 49.0% f	18 78.3% ce	38 66.7%	24 55.8%	7 46.7%	12 66.7%	10 50.0%	7 53.8%	25 56.8%

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




## Topic 5: Marketing Jobs

### **When thinking about future marketing talent needs, what skills would you prioritize (1=most important, 9= least important) in the hiring process? (Rank in order of importance)**

N=203	Total	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>Ability to pivot as new priorities emerge</u>								
N	141	53	46	20	22	42	46	49
Mean	2.09	2.00	2.35	1.80	2.05	2.48	1.96	1.88
SD	1.34	1.22	1.57	1.11	1.25	1.73	1.01	1.17
<u>Creativity and innovation skills</u>								
N	118	42	43	14	19	35	39	43
Mean	2.28	1.98	2.16	3.21	2.53	2.00	2.44	2.37
SD	1.41	0.95	1.19	1.72	2.09	1.14	1.35	1.65
		C	c	Ab				
<u>Navigating ambiguity</u>								
N	101	32	30	22	17	33	26	37
Mean	2.97	3.06	3.17	2.59	2.94	3.06	2.81	3.03
SD	1.75	1.92	1.84	1.59	1.52	1.82	2.00	1.59
<u>Emotional intelligence</u>								
N	82	24	23	15	20	26	26	26
Mean	3.12	3.50	2.96	2.93	3.00	3.42	3.00	3.19
SD	1.95	2.06	1.87	1.87	2.05	2.10	1.65	2.15
<u>Data science background</u>								
N	94	32	29	17	16	35	26	31
Mean	3.18	2.91	2.86	3.35	4.13	2.57	3.58	3.48
SD	2.40	1.89	2.37	2.98	2.63	1.91	2.59	2.66
<u>Curiosity</u>								
N	69	19	23	11	16	23	22	23
Mean	3.38	3.95	3.57	2.64	2.94	3.74	2.73	3.65
SD	1.94	2.20	1.85	1.36	1.98	2.12	1.64	1.99

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





## Topic 5: Marketing Jobs

### **When thinking about future marketing talent needs, what skills would you prioritize (1=most important, 9= least important) in the hiring process? (Rank in order of importance)**

N=203	Total	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>Natural leadership abilities</u>								
N	70	22	21	12	15	18	22	27
Mean	3.53	3.55	3.38	2.42	4.60	3.83	2.68	3.96
SD	2.20	2.32	1.80	1.56	2.64	2.18	1.89	2.34
				d	c		c	b
<u>MarTech platform experience</u>								
N	85	28	30	10	17	33	23	27
Mean	3.60	3.39	3.03	4.10	4.65	3.09	3.74	4.00
SD	2.70	2.51	2.59	3.03	2.87	2.43	2.82	2.77
<u>Financial acumen</u>								
N	51	14	19	5	13	16	15	18
Mean	5.12	4.86	5.21	5.60	5.08	4.63	4.40	6.11
SD	2.66	2.57	2.94	1.67	2.87	2.66	2.23	2.83

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



**Topic 5: Marketing Jobs**

**When thinking about future marketing talent needs, what skills would you prioritize (1=most important, 9= least important) in the hiring process? (Rank in order of importance)**

N=203

	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	Transportation M
<u>Ability to pivot as new priorities emerge</u>														
N	141	13	17	11	6	1	0	13	18	2	16	12	24	8
Mean	2.09	2.31	2.53	2.18	1.83	1.00	---	3.00	1.72	2.50	1.94	1.75	1.88	1.75
SD	1.34	1.49	1.91	1.17	1.17	---	---	2.04	0.75	0.71	0.77	0.75	1.26	1.16
<u>Creativity and innovation skills</u>														
N	118	13	14	7	7	2	1	9	17	4	15	11	14	4
Mean	2.28	2.92	1.86	2.86	2.43	1.50	3.00	2.44	1.71	1.50	2.27	3.09	2.21	1.50
SD	1.41	1.61	0.95	1.35	2.57	0.71	---	1.42	1.10	0.58	1.16	1.87	1.12	0.58
<u>Navigating ambiguity</u>														
N	101	8	15	11	7	2	1	13	8	1	7	6	16	6
Mean	2.97	2.75	3.07	2.73	2.71	3.00	3.00	3.31	3.25	3.00	2.86	2.33	3.06	3.17
SD	1.75	1.04	1.94	2.20	1.38	0.00	---	2.43	2.49	---	0.90	1.03	1.84	0.98
<u>Emotional intelligence</u>														
N	82	9	11	6	9	0	1	10	7	0	10	9	8	2
Mean	3.12	3.00	3.18	3.33	2.56	---	2.00	2.40	2.57	---	3.10	3.44	5.25	1.50
SD	1.95	1.94	1.72	2.34	1.67	---	---	1.26	1.51	---	1.52	1.94	3.06	0.71
<u>Data science background</u>														
N	94	8	10	7	6	0	4	13	5	4	10	10	15	2
Mean	3.18	3.38	3.60	3.71	4.00	---	1.75	3.00	3.80	1.75	2.50	3.30	3.20	4.00
SD	2.40	2.13	2.50	2.93	3.22	---	0.96	2.74	1.79	0.96	2.22	3.09	2.11	2.83

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



**Topic 5: Marketing Jobs**

**When thinking about future marketing talent needs, what skills would you prioritize (1=most important, 9= least important) in the hiring process? (Rank in order of importance)**

	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	
<u>Curiosity</u>															
N	69	6	10	5	6	1	2	10	6	0	4	5	12	2	
Mean	3.38	3.00	4.30	3.80	3.17	2.00	1.00	3.20	3.50	---	4.25	2.40	3.58	2.50	
SD	1.94	2.90	2.41	1.30	1.94	---	0.00	1.81	1.05	---	2.22	1.14	2.07	0.71	
<u>Natural leadership abilities</u>															
N	70	8	11	6	7	0	0	8	7	0	4	8	6	5	
Mean	3.53	3.88	3.73	2.83	4.43	---	---	3.38	3.57	---	2.00	2.38	5.33	3.20	
SD	2.20	2.42	2.20	2.32	2.57	---	---	1.69	2.07	---	0.82	2.00	2.58	2.28	
											1	1	jk		
<u>MarTech platform experience</u>															
N	85	11	8	6	6	0	2	9	6	4	10	6	14	3	
Mean	3.60	3.00	6.38	5.33	5.33	---	2.00	3.00	2.50	2.25	1.70	3.50	3.79	4.00	
SD	2.70	2.86	3.25	3.33	2.73	---	0.00	2.40	0.55	0.96	0.82	2.88	2.26	4.36	
		b	aghiJl	J	hJ			b	bd	b	BCDl		bj		
<u>Financial acumen</u>															
N	51	8	6	4	4	0	1	7	4	0	4	4	5	4	
Mean	5.12	3.13	7.50	6.25	5.75	---	3.00	6.29	4.25	---	3.25	4.00	6.80	4.00	
SD	2.66	2.47	1.52	2.22	2.22	---	---	3.09	2.50	---	2.06	1.83	2.28	2.71	
		Bgl	AhJkm					a	b		Bl	b	aj	b	

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



**Topic 5: Marketing Jobs**

**When thinking about future marketing talent needs, what skills would you prioritize (1=most important, 9= least important) in the hiring process? (Rank in order of importance)**

N=203	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
<u>Ability to pivot as new priorities emerge</u>														
N	141	40	13	29	10	31	16	38	28	10	13	13	9	29
Mean	2.09	2.22	2.46	1.90	2.10	2.06	1.94	2.39	1.75	1.90	2.46	2.31	2.22	1.79
SD	1.34	1.56	1.61	1.05	0.99	1.46	1.00	1.55	1.00	1.29	1.81	0.95	1.56	1.15
<u>Creativity and innovation skills</u>														
N	118	39	13	23	8	23	11	37	22	10	10	12	6	20
Mean	2.28	2.08	1.77	2.57	2.00	2.30	3.27	1.89	2.14	2.20	2.80	2.17	3.00	2.75
SD	1.41	1.11	1.09	1.75	1.20	1.06	2.20	1.07	1.21	0.92	2.25	1.27	1.67	1.74
		f	f				ab	fg					a	a
<u>Navigating ambiguity</u>														
N	101	27	10	22	4	26	11	22	24	8	11	7	6	23
Mean	2.97	2.74	3.40	2.73	3.00	3.00	3.64	3.23	2.54	3.50	3.36	2.43	2.83	3.00
SD	1.75	1.58	1.90	1.67	0.00	1.67	2.66	1.97	1.10	2.45	2.01	0.79	1.33	2.02
<u>Emotional intelligence</u>														
N	82	27	8	14	5	16	11	27	11	6	11	4	5	18
Mean	3.12	3.07	2.38	4.14	4.40	2.25	3.18	2.89	3.91	4.00	2.64	3.50	2.40	3.11
SD	1.95	1.77	2.00	2.60	1.82	1.29	1.83	1.87	2.43	3.03	1.03	2.38	2.19	1.68
				e	E	cD								
<u>Data science background</u>														
N	94	29	8	19	8	22	8	27	18	7	5	11	6	20
Mean	3.18	2.93	3.00	3.32	2.13	3.27	4.75	2.85	3.11	2.57	6.40	2.18	3.17	3.65
SD	2.40	2.20	2.45	2.43	1.36	2.57	3.11	2.21	2.37	1.51	3.21	1.17	2.14	2.78
					f		d	D	d	d	AbcE	D		

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



**Topic 5: Marketing Jobs**

**When thinking about future marketing talent needs, what skills would you prioritize (1=most important, 9= least important) in the hiring process? (Rank in order of importance)**

N=203

	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
<b><u>Curiosity</u></b>														
N	69	24	9	13	4	11	8	20	15	5	7	5	4	13
Mean	3.38	3.79	2.67	3.69	3.50	3.45	2.25	3.90	3.20	4.40	2.71	2.80	5.00	2.46
SD	1.94	1.84	1.80	2.18	1.73	2.21	1.58	1.83	1.82	3.13	1.25	1.64	2.94	1.39
		f					a		g				g	af
<b><u>Natural leadership abilities</u></b>														
N	70	20	4	13	3	22	7	19	10	7	9	7	4	14
Mean	3.53	3.95	2.50	4.15	3.67	2.95	3.57	4.00	2.60	3.86	3.56	2.71	4.00	3.64
SD	2.20	2.35	1.73	2.85	3.06	1.70	1.99	2.21	2.22	2.79	2.24	2.14	2.16	2.06
<b><u>MarTech platform experience</u></b>														
N	85	20	6	15	10	23	11	21	12	6	7	7	9	22
Mean	3.60	4.00	3.50	4.27	2.50	3.22	3.82	4.19	3.42	4.67	3.14	2.86	3.11	3.55
SD	2.70	3.06	1.38	2.81	2.37	2.70	2.79	2.84	2.81	3.08	2.79	2.73	2.32	2.70
<b><u>Financial acumen</u></b>														
N	51	17	4	9	5	9	7	17	7	5	6	2	2	12
Mean	5.12	5.18	5.75	5.67	3.80	6.11	3.57	5.59	5.43	4.60	6.17	5.50	5.00	3.92
SD	2.66	2.94	3.20	2.24	2.39	2.76	1.90	2.96	2.30	2.19	3.25	3.54	4.24	2.11

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



**Topic 6: Mobile and Social Media Marketing**

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

Number Mean SD	Total	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 percent of your marketing budget are you spending on mobile activities during the pandemic?	191 23.02 26.57	65 21.38 26.40	62 20.13 26.83	30 27.23 24.16	34 27.68 28.48	64 12.44 20.18	62 22.90 24.04	61 33.44 29.77
						BC	Ac	Ab
% What percent will you spend on mobile in the next 12 months?	189 25.71 26.08	64 22.84 25.22	61 22.21 25.94	30 33.87 24.22	34 30.21 28.34	64 14.81 20.82	62 25.45 24.41	60 35.98 27.77
		c	c	ab		BC	Ac	Ab

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



**Topic 6: Mobile and Social Media Marketing**

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

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 percent of your marketing budget are you spending on mobile activities during the pandemic?	191 23.02 26.57	19 22.16 22.20	21 32.62 30.11	16 16.38 18.01	12 30.83 30.21	2 57.00 59.40	4 20.00 33.67	21 19.10 21.21	21 17.14 21.13	5 14.00 12.94	22 23.59 30.84	16 29.06 28.06	24 16.42 28.09	8 31.88 32.40
				e		cgh		e	e					
% What percent will you spend on mobile in the next 12 months?	189 25.71 26.08	19 26.84 23.74	21 37.14 30.93	16 18.75 19.93	12 33.58 30.53	2 10.50 13.44	4 21.25 33.26	21 22.14 19.08	20 17.50 19.57	5 24.00 25.10	22 24.50 31.13	16 35.31 23.63	24 19.25 27.39	7 37.14 31.60
			chl	bk					bk			ch	b	

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



**Topic 6: Mobile and Social Media Marketing**

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

Number Mean SD	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
% What percent of your marketing budget are you spending on mobile activities during the pandemic?	191 23.02 26.57	57 21.46 29.05	20 18.70 20.35	33 28.64 29.03	14 17.50 21.46	46 26.11 26.98	20 17.90 22.56	50 20.58 26.20	38 26.00 30.31	15 23.33 28.01	16 27.81 23.24	20 35.00 31.12	13 19.31 22.83	38 16.18 21.39
												G		E
% What percent will you spend on mobile in the next 12 months?	189 25.71 26.08	57 22.33 27.41	20 20.00 19.26	33 32.91 29.00	14 19.29 22.09	45 30.16 26.24	20 23.70 23.71	49 23.31 27.57	38 24.63 25.32	15 29.73 30.18	16 30.31 24.25	20 35.10 30.12	13 21.38 19.94	37 23.05 24.09

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





**Topic 6: Mobile and Social Media Marketing**

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

	Total	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	54 28.0%	21 31.3%	25 40.3%	3 10.0%	5 14.7%	30 47.6%	15 23.4%	7 11.3%
		c	Cd	aB	b	BC	A	A
2	26 13.5%	10 14.9%	8 12.9%	3 10.0%	5 14.7%	8 12.7%	7 10.9%	11 17.7%
3	11 5.7%	5 7.5%	4 6.5%	2 6.7%	0 0.0%	3 4.8%	4 6.3%	4 6.5%
4	44 22.8%	14 20.9%	10 16.1%	8 26.7%	12 35.3%	13 20.6%	16 25.0%	15 24.2%
			d		b			
5	29 15.0%	9 13.4%	8 12.9%	11 36.7%	1 2.9%	4 6.3%	12 18.8%	11 17.7%
		c	C	aBD	C	b	a	
6	19 9.8%	5 7.5%	6 9.7%	3 10.0%	5 14.7%	3 4.8%	7 10.9%	9 14.5%
7=A great deal	10 5.2%	3 4.5%	1 1.6%	0 0.0%	6 17.6%	2 3.2%	3 4.7%	5 8.1%
		d	D	d	aBc			
Mean	3.34	3.10	2.84	4.00	4.12	2.52	3.56	3.95
		cd	CD	aB	aB	BC	A	A

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



**Topic 6: Mobile and Social Media Marketing**

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

	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	54 28.0%	4 22.2%	4 19.0%	3 20.0%	2 15.4%	1 50.0%	2 50.0%	6 26.1%	6 27.3%	2 40.0%	9 42.9%	1 6.3%	11 44.0%	3 37.5%
2	26 13.5%	3 16.7%	3 14.3%	1 6.7%	2 15.4%	0 0.0%	1 25.0%	3 13.0%	3 13.6%	0 0.0%	3 14.3%	1 6.3%	5 20.0%	1 12.5%
3	11 5.7%	1 5.6%	1 4.8%	2 13.3%	0 0.0%	0 0.0%	0 0.0%	2 8.7%	2 9.1%	0 0.0%	2 9.5%	0 0.0%	1 4.0%	0 0.0%
4	44 22.8%	2 11.1%	5 23.8%	4 26.7%	3 23.1%	1 50.0%	0 0.0%	4 17.4%	9 40.9%	0 0.0%	3 14.3%	5 31.3%	5 20.0%	3 37.5%
5	29 15.0%	2 11.1%	5 23.8%	4 26.7%	0 0.0%	0 0.0%	1 25.0%	4 17.4%	2 9.1%	3 60.0%	1 4.8%	6 37.5%	0 0.0%	1 12.5%
6	19 9.8%	3 16.7%	2 9.5%	1 6.7%	3 23.1%	0 0.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	3 14.3%	3 18.8%	2 8.0%	0 0.0%
7=A great deal	10 5.2%	3 16.7%	1 4.8%	0 0.0%	3 23.1%	0 0.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%
Mean	3.34	3.89	3.67	3.53	4.38	2.50	2.25	3.48	2.91	3.40	2.67	4.44	2.52	2.75

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



**Topic 6: Mobile and Social Media Marketing**

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

	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
1=Not at all	54 28.0%	23 39.7% cf	5 25.0%	6 17.6% a	5 35.7%	13 27.7%	2 10.5% a	18 34.6%	12 31.6%	4 26.7%	2 12.5%	5 25.0%	4 30.8%	9 23.7%
2	26 13.5%	8 13.8%	5 25.0% e	5 14.7%	3 21.4%	3 6.4% b	2 10.5%	7 13.5%	8 21.1%	1 6.7%	2 12.5%	2 10.0%	2 15.4%	4 10.5%
3	11 5.7%	3 5.2%	0 0.0%	2 5.9%	1 7.1%	3 6.4%	1 5.3%	3 5.8%	3 7.9%	0 0.0%	2 12.5%	0 0.0%	1 7.7%	2 5.3%
4	44 22.8%	13 22.4%	5 25.0%	8 23.5%	0 0.0% ef	12 25.5% d	6 31.6% d	14 26.9%	4 10.5% C	7 46.7% Be	4 25.0%	3 15.0% c	2 15.4%	10 26.3%
5	29 15.0%	7 12.1%	3 15.0%	4 11.8%	2 14.3%	10 21.3%	3 15.8%	8 15.4%	4 10.5%	2 13.3%	2 12.5%	4 20.0%	3 23.1%	6 15.8%
6	19 9.8%	4 6.9%	1 5.0%	6 17.6%	3 21.4%	3 6.4%	2 10.5%	2 3.8% dE	3 7.9%	1 6.7%	4 25.0% a	5 25.0% A	1 7.7%	3 7.9%
7=A great deal	10 5.2%	0 0.0% cF	1 5.0%	3 8.8% a	0 0.0%	3 6.4%	3 15.8% A	0 0.0%	4 10.5% a	0 0.0%	0 0.0%	1 5.0%	0 0.0%	4 10.5% a
Mean	3.34	2.74 CeF	3.15	3.85 A	3.00	3.51 a	4.26 A	2.87 deg	3.13	3.33	3.88 a	3.90 a	3.08	3.66 a

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



## Topic 6: Mobile and Social Media Marketing

### How is your company's spend on mobile marketing allocated across apps and website investments optimized for usability?

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	% Mobile website investments optimized for usability	173 70.06 31.41	57 72.46 31.79	56 65.80 33.14	26 69.62 28.91	34 73.38 30.19	56 71.52 32.95	59 67.54 30.88
% Apps (both creation of an app and maintenance/ product updates)	173 29.94 31.41	57 27.54 31.79	56 34.20 33.14	26 30.38 28.91	34 26.62 30.19	56 28.48 32.95	59 32.46 30.88	55 29.00 31.28

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



**Topic 6: Mobile and Social Media Marketing**

**How is your company's spend on mobile marketing allocated across apps and website investments optimized for usability?**

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	
% Mobile website investments optimized for usability	173 70.06 31.41	17 71.47 27.83	21 66.43 31.83	13 72.31 35.63	11 68.64 32.87	2 85.00 21.21	3 60.00 52.92	20 79.25 24.08	17 78.82 30.39	5 55.00 39.69	20 72.75 33.70	16 68.13 27.86	21 68.57 34.79	7 40.00 24.49
		m		m			M	M			m	m		acGHjk
% Apps (both creation of an app and maintenance/product updates)	173 29.94 31.41	17 28.53 27.83	21 33.57 31.83	13 27.69 35.63	11 31.36 32.87	2 15.00 21.21	3 40.00 52.92	20 20.75 24.08	17 21.18 30.39	5 45.00 39.69	20 27.25 33.70	16 31.88 27.86	21 31.43 34.79	7 60.00 24.49
		m		m			M	M			m	m		acGHjk

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



**Topic 6: Mobile and Social Media Marketing**

**How is your company's spend on mobile marketing allocated across apps and website investments optimized for usability?**

Number Mean SD	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 website investments optimized for usability	173 70.06 31.41	52 71.06 32.74	17 72.65 27.11	31 77.58 28.86	13 64.62 38.05	43 63.84 31.05	17 70.59 32.06	45 75.33 29.49	33 75.30 31.94	15 70.00 34.90	13 61.15 31.57	19 61.58 32.92	13 68.08 28.69	34 66.03 32.26
% Apps (both creation of an app and maintenance/ product updates)	173 29.94 31.41	52 28.94 32.74	17 27.35 27.11	31 22.42 28.86	13 35.38 38.05	43 36.16 31.05	17 29.41 32.06	45 24.67 29.49	33 24.70 31.94	15 30.00 34.90	13 38.85 31.57	19 38.42 32.92	13 31.92 28.69	34 33.97 32.26

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



**Topic 6: Mobile and Social Media Marketing**

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	What percent of your marketing budget are you spending on social media during the pandemic?	190 23.18 25.82	64 18.42 20.87	63 24.44 26.59	29 29.72 30.58	34 24.21 27.91	64 20.42 25.73	62 23.19 24.63
...will you spend in the next 12 months?	189 23.35 20.02	64 21.29 19.63	63 24.48 20.53	29 27.40 20.57	33 21.65 19.47	64 19.36 18.30	62 23.35 19.49	59 28.55 21.81

c a

c a

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



**Topic 6: Mobile and Social Media Marketing**

**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	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		
What percent of your marketing budget are you spending on social media during the pandemic?	190 23.18 25.82	18 14.11 18.17	21 36.10 34.30	16 27.81 30.11	11 26.64 26.75	3 23.33 31.75	4 10.00 7.07	22 17.64 19.08	21 16.10 16.15	5 16.00 11.40	22 32.86 35.19	16 24.06 25.56	23 18.91 21.55	8 24.38 23.52	
		bj	agh				b	b		a					
...will you spend in the next 12 months?	189 23.35 20.02	18 15.42 16.91	21 31.92 24.41	16 23.69 18.78	11 25.74 19.63	3 20.00 25.98	4 15.00 7.07	22 20.50 13.21	21 18.67 16.76	5 19.40 12.72	22 30.89 26.67	16 23.31 17.25	23 22.75 21.81	7 23.93 22.63	
		bj	ah						b		a				

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





**Topic 6: Mobile and Social Media Marketing**

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

Number Mean SD	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
What percent of your marketing budget are you spending on social media during the pandemic?	190 23.18 25.82	59 28.49 32.54	21 18.81 20.53	31 24.48 28.68	14 13.93 8.07	45 21.09 21.08	19 20.26 19.88	52 26.23 31.25	38 20.95 24.91	14 40.93 33.61	15 22.47 18.82	20 18.60 18.30	13 24.23 23.17	37 17.35 19.49
									c	beG		c		C
...will you spend in the next 12 months?	189 23.35 20.02	59 25.86 24.12	21 20.76 18.80	31 23.93 22.17	14 14.86 7.30	44 23.13 15.39	19 22.85 19.18	52 26.11 24.09	38 20.63 19.60	14 34.20 24.89	15 24.07 17.39	20 20.75 16.29	13 21.54 9.44	36 20.32 16.85
									c	bg				c

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



**Topic 6: Mobile and Social Media Marketing**

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

	Total	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	15 7.8%	5 7.7%	6 9.4%	2 6.9%	2 5.9%	9 13.8% c	4 6.3%	2 3.3% a
2	25 13.0%	14 21.5% d	7 10.9%	3 10.3%	1 2.9% a	9 13.8%	10 15.9%	6 10.0%
3	18 9.4%	5 7.7%	9 14.1%	2 6.9%	2 5.9%	9 13.8%	4 6.3%	5 8.3%
4	47 24.5%	13 20.0%	15 23.4%	8 27.6%	11 32.4%	10 15.4%	18 28.6%	18 30.0%
5	40 20.8%	16 24.6%	8 12.5%	7 24.1%	9 26.5%	9 13.8% b	18 28.6% a	12 20.0%
6	28 14.6%	5 7.7%	12 18.8%	5 17.2%	6 17.6%	13 20.0% b	4 6.3% a	10 16.7%
7=Very Highly	19 9.9%	7 10.8%	7 10.9%	2 6.9%	3 8.8%	6 9.2%	5 7.9%	7 11.7%
Mean	4.21	3.98	4.19	4.31	4.59	3.98	4.08	4.50

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



**Topic 6: Mobile and Social Media Marketing**

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

	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	15 7.8%	1 5.6%	0 0.0% fi	2 12.5%	1 9.1%	0 0.0%	1 25.0% b	3 12.5%	3 14.3%	1 20.0% b	2 9.1%	0 0.0%	1 4.2%	0 0.0%
2	25 13.0%	2 11.1%	3 14.3%	1 6.3%	0 0.0%	0 0.0%	1 25.0%	5 20.8%	3 14.3%	0 0.0%	1 4.5% l	2 13.3%	7 29.2% j	0 0.0%
3	18 9.4%	1 5.6%	3 14.3%	2 12.5%	0 0.0%	1 33.3%	1 25.0%	2 8.3%	2 9.5%	1 20.0%	3 13.6%	1 6.7%	1 4.2%	0 0.0%
4	47 24.5%	4 22.2%	6 28.6%	3 18.8%	4 36.4% g	0 0.0%	0 0.0%	2 8.3% djm	5 23.8%	2 40.0%	9 40.9% g	3 20.0%	5 20.8%	4 50.0% g
5	40 20.8%	9 50.0% bJkm	3 14.3% a	6 37.5% jk	2 18.2%	0 0.0%	0 0.0%	5 20.8%	5 23.8%	1 20.0%	2 9.1% Ac	1 6.7% ac	6 25.0%	0 0.0% a
6	28 14.6%	1 5.6% ekm	4 19.0%	2 12.5% e	0 0.0% ekm	2 66.7% acdHL	1 25.0%	4 16.7%	1 4.8% Ekm	0 0.0%	4 18.2%	5 33.3% adhl	1 4.2% Ekm	3 37.5% adhl
7=Very Highly	19 9.9%	0 0.0% d	2 9.5%	0 0.0% d	4 36.4% acj	0 0.0%	0 0.0%	3 12.5%	2 9.5%	0 0.0%	1 4.5% d	3 20.0%	3 12.5%	1 12.5%
Mean	4.21	4.17	4.38	4.00	5.00	5.00	3.00	4.04	3.81	3.40 m	4.09	5.00	3.96	5.13 i

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



**Topic 6: Mobile and Social Media Marketing**

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

	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
1=Not at all	15 7.8%	7 11.7%	1 4.8%	1 3.1%	2 14.3%	3 6.7%	1 5.3%	6 11.3%	3 7.7%	1 7.1%	1 6.7%	1 5.0%	0 0.0%	3 8.1%
2	25 13.0%	12 20.0% f	3 14.3%	2 6.3%	3 21.4% f	5 11.1%	0 0.0% ad	10 18.9%	5 12.8%	2 14.3%	3 20.0%	3 15.0%	0 0.0%	2 5.4%
3	18 9.4%	4 6.7%	1 4.8%	6 18.8%	2 14.3%	4 8.9%	1 5.3%	3 5.7%	6 15.4%	1 7.1%	1 6.7%	2 10.0%	0 0.0%	5 13.5%
4	47 24.5%	16 26.7%	4 19.0%	7 21.9%	2 14.3%	12 26.7%	6 31.6%	13 24.5%	9 23.1%	3 21.4%	3 20.0%	3 15.0%	5 38.5%	10 27.0%
5	40 20.8%	11 18.3% f	3 14.3%	7 21.9%	3 21.4%	7 15.6% f	8 42.1% ae	10 18.9%	9 23.1%	2 14.3%	1 6.7%	5 25.0%	5 38.5%	8 21.6%
6	28 14.6%	8 13.3%	5 23.8% f	4 12.5%	1 7.1%	10 22.2% f	0 0.0% be	8 15.1%	4 10.3%	3 21.4%	4 26.7%	3 15.0%	2 15.4%	4 10.8%
7=Very Highly	19 9.9%	2 3.3% bc	4 19.0% a	5 15.6% a	1 7.1%	4 8.9%	3 15.8%	3 5.7%	3 7.7%	2 14.3%	2 13.3%	3 15.0%	1 7.7%	5 13.5%
Mean	4.21	3.73 bcf	4.71 a	4.53 a	3.57	4.36	4.68 a	3.89 f	4.03	4.43	4.33	4.45	4.92 a	4.35

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



## Topic 6: Mobile and Social Media Marketing

### For what purposes has your firm used social media during the pandemic? (Check all that apply)

N=184	Total	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	184 100.0%	61 33.2%	62 33.7%	27 14.7%	34 18.5%	60 32.6%	62 33.7%	57 31.0%
Brand awareness and brand-building	155 84.2%	55 90.2% C	57 91.9% Cd	17 63.0% AB	26 76.5% b	52 86.7%	54 87.1%	46 80.7%
Retaining current customers	100 54.3%	30 49.2% d	31 50.0% d	14 51.9%	25 73.5% ab	30 50.0%	34 54.8%	33 57.9%
Acquiring new customers	94 51.1%	33 54.1%	34 54.8%	12 44.4%	15 44.1%	31 51.7%	25 40.3% c	36 63.2% b
Brand promotions, such as contests, coupons	89 48.4%	30 49.2%	30 48.4%	13 48.1%	16 47.1%	23 38.3% b	35 56.5% a	30 52.6%
Introducing new products and services	83 45.1%	35 57.4% D	25 40.3% d	17 63.0% D	6 17.6% AbC	26 43.3%	28 45.2%	27 47.4%
Improving customer service	72 39.1%	17 27.9% D	19 30.6% D	13 48.1%	23 67.6% AB	19 31.7%	25 40.3%	24 42.1%
Improving employee engagement	70 38.0%	21 34.4%	26 41.9%	8 29.6%	15 44.1%	25 41.7%	27 43.5%	16 28.1%

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



## Topic 6: Mobile and Social Media Marketing

### For what purposes has your firm used social media during the pandemic? (Check all that apply)

N=184	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Marketing research	41 22.3%	15 24.6%	13 21.0%	4 14.8%	9 26.5%	16 26.7%	13 21.0%	12 21.1%
Identifying new customer groups we currently don't target	32 17.4%	10 16.4%	10 16.1%	6 22.2%	6 17.6%	7 11.7%	11 17.7%	13 22.8%
Identifying new product and service opportunities	28 15.2%	10 16.4%	9 14.5%	5 18.5%	4 11.8%	10 16.7%	10 16.1%	8 14.0%
Improving current products or services	16 8.7%	4 6.6%	4 6.5%	3 11.1%	5 14.7%	4 6.7%	4 6.5%	8 14.0%

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



**Topic 6: Mobile and Social Media Marketing**

**For what purposes has your firm used social media during the pandemic? (Check all that apply)**

N=184	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	184 100.0%	18 9.8%	21 11.4%	14 7.6%	11 6.0%	3 1.6%	4 2.2%	21 11.4%	19 10.3%	5 2.7%	20 10.9%	15 8.2%	24 13.0%	9 4.9%
Brand awareness and brand-building	155 84.2%	16 88.9%	18 85.7%	11 78.6%	11 100.0%	3 100.0%	2 50.0%	16 76.2%	18 94.7%	5 100.0%	18 90.0%	9 60.0%	22 91.7%	6 66.7%
Retaining current customers	100 54.3%	12 66.7%	13 61.9%	7 50.0%	6 54.5%	2 66.7%	1 25.0%	8 38.1%	9 47.4%	4 80.0%	12 60.0%	11 73.3%	9 37.5%	6 66.7%
Acquiring new customers	94 51.1%	9 50.0%	10 47.6%	9 64.3%	4 36.4%	2 66.7%	2 50.0%	7 33.3%	10 52.6%	2 40.0%	13 65.0%	7 46.7%	14 58.3%	5 55.6%
Brand promotions, such as contests, coupons	89 48.4%	3 16.7%	12 57.1%	8 57.1%	4 36.4%	2 66.7%	1 25.0%	13 61.9%	9 47.4%	3 60.0%	10 50.0%	10 66.7%	10 41.7%	4 44.4%
Introducing new products and services	83 45.1%	2 11.1%	11 52.4%	10 71.4%	2 18.2%	2 66.7%	2 50.0%	8 38.1%	10 52.6%	2 40.0%	9 45.0%	9 60.0%	13 54.2%	3 33.3%
Improving customer service	72 39.1%	11 61.1%	8 38.1%	5 35.7%	5 45.5%	1 33.3%	2 50.0%	7 33.3%	4 21.1%	2 40.0%	7 35.0%	11 73.3%	5 20.8%	4 44.4%

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**Topic 6: Mobile and Social Media Marketing**

**For what purposes has your firm used social media during the pandemic? (Check all that apply)**

N=184	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
Improving employee engagement	70 38.0%	7 38.9%	5 23.8% di	5 35.7%	7 63.6% bL	1 33.3%	1 25.0%	8 38.1%	7 36.8%	4 80.0% bL	10 50.0% 1	6 40.0%	4 16.7% DIjm	5 55.6% 1
Marketing research	41 22.3%	4 22.2%	9 42.9% h	2 14.3%	3 27.3%	1 33.3%	1 25.0%	8 38.1%	2 10.5% b	0 0.0%	4 20.0%	2 13.3%	4 16.7%	1 11.1%
Identifying new customer groups we currently don't target	32 17.4%	3 16.7%	6 28.6%	2 14.3%	3 27.3%	0 0.0%	1 25.0%	2 9.5%	3 15.8%	0 0.0%	3 15.0%	4 26.7%	3 12.5%	2 22.2%
Identifying new product and service opportunities	28 15.2%	0 0.0% defm	3 14.3%	2 14.3%	3 27.3% a	1 33.3% a	1 25.0% a	3 14.3%	3 15.8%	1 20.0%	4 20.0%	3 20.0%	2 8.3%	2 22.2% a
Improving current products or services	16 8.7%	1 5.6%	2 9.5%	2 14.3%	1 9.1%	0 0.0%	0 0.0%	2 9.5%	0 0.0% jm	0 0.0%	4 20.0% h	1 6.7%	1 4.2%	2 22.2% h

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





**Topic 6: Mobile and Social Media Marketing**

**For what purposes has your firm used social media during the pandemic? (Check all that apply)**

N=184	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
Total	184 100.0%	53 28.8%	20 10.9%	32 17.4%	14 7.6%	44 23.9%	19 10.3%	47 25.5%	36 19.6%	15 8.2%	15 8.2%	20 10.9%	13 7.1%	37 20.1%
Brand awareness and brand-building	155 84.2%	44 83.0%	16 80.0%	29 90.6%	13 92.9%	36 81.8%	15 78.9%	39 83.0%	31 86.1%	14 93.3%	12 80.0%	17 85.0%	12 92.3%	29 78.4%
Retaining current customers	100 54.3%	23 43.4%	10 50.0%	20 62.5%	7 50.0%	29 65.9%	9 47.4%	21 44.7%	17 47.2%	9 60.0%	8 53.3%	10 50.0%	12 92.3%	22 59.5%
Acquiring new customers	94 51.1%	26 49.1%	13 65.0%	18 56.3%	6 42.9%	23 52.3%	7 36.8%	23 48.9%	21 58.3%	8 53.3%	7 46.7%	11 55.0%	8 61.5%	15 40.5%
Brand promotions, such as contests, coupons	89 48.4%	26 49.1%	12 60.0%	17 53.1%	4 28.6%	24 54.5%	6 31.6%	24 51.1%	21 58.3%	7 46.7%	6 40.0%	8 40.0%	7 53.8%	15 40.5%
Introducing new products and services	83 45.1%	23 43.4%	9 45.0%	17 53.1%	6 42.9%	21 47.7%	7 36.8%	21 44.7%	18 50.0%	7 46.7%	4 26.7%	9 45.0%	8 61.5%	16 43.2%
Improving customer service	72 39.1%	15 28.3%	6 30.0%	12 37.5%	4 28.6%	24 54.5%	10 52.6%	14 29.8%	11 30.6%	5 33.3%	7 46.7%	8 40.0%	7 53.8%	19 51.4%
Improving employee engagement	70 38.0%	13 24.5%	4 20.0%	16 50.0%	8 57.1%	21 47.7%	8 42.1%	11 23.4%	10 27.8%	5 33.3%	5 33.3%	12 60.0%	7 53.8%	20 54.1%
Marketing research	41 22.3%	19 35.8%	5 25.0%	4 12.5%	3 21.4%	6 13.6%	4 21.1%	17 36.2%	8 22.2%	3 20.0%	1 6.7%	1 5.0%	4 30.8%	7 18.9%

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



**Topic 6: Mobile and Social Media Marketing**

**For what purposes has your firm used social media during the pandemic? (Check all that apply)**

N=184	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
Identifying new customer groups we currently don't target	32 17.4%	10 18.9%	5 25.0%	6 18.8%	1 7.1%	6 13.6%	4 21.1%	10 21.3%	7 19.4%	3 20.0%	3 20.0%	1 5.0%	2 15.4%	6 16.2%
Identifying new product and service opportunities	28 15.2%	7 13.2%	3 15.0%	8 25.0%	1 7.1%	6 13.6%	3 15.8%	7 14.9%	6 16.7%	4 26.7%	1 6.7%	2 10.0%	3 23.1%	5 13.5%
Improving current products or services	16 8.7%	5 9.4%	2 10.0%	4 12.5%	1 7.1%	3 6.8%	1 5.3%	5 10.6%	3 8.3%	2 13.3%	1 6.7%	1 5.0%	2 15.4%	2 5.4%

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



**Topic 6: Mobile and Social Media Marketing**

**What percentage of your marketing budget involves the use of any type of influencer strategy?**

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Currently	186 7.51 14.31	63 7.44 10.89	63 8.11 17.09	26 11.19 20.58 d	34 3.68 5.43 c	64 7.55 12.97	59 8.75 13.29	58 6.67 17.15
One year ago	186 6.54 12.97	63 6.14 9.45	63 7.41 16.80	26 10.23 16.33 d	34 2.85 4.04 c	64 7.64 14.03	59 6.88 11.13	58 5.28 14.06
3 years from now	184 12.70 17.07	63 12.08 13.28	62 13.24 19.15	25 19.88 25.82 d	34 7.56 7.36 c	63 12.89 16.07	59 14.22 17.83	58 11.50 17.95

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



**Topic 6: Mobile and Social Media Marketing**

**What percentage of your marketing budget involves the use of any type of influencer strategy?**

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	
Currently	186	17	21	14	10	3	4	21	20	5	22	16	24	9
	7.51	2.12	7.71	10.64	3.30	2.33	12.50	9.62	5.95	14.00	7.23	9.81	6.04	11.89
	14.31	3.41	14.76	18.58	4.14	2.52	18.93	10.44	10.00	20.43	21.38	21.49	8.04	16.61
		fGim					a	A		a				a
One year ago	186	17	21	14	10	3	4	21	20	5	22	16	24	9
	6.54	2.18	6.71	12.57	2.60	1.67	10.00	8.81	4.65	14.00	6.36	5.50	4.96	10.78
	12.97	3.38	15.01	17.24	3.41	1.53	20.00	12.03	8.34	20.43	21.43	10.48	5.88	13.62
		cgim		a				a		a				a
3 years from now	184	17	21	13	10	3	4	21	20	5	22	16	24	8
	12.70	5.53	12.24	15.15	6.40	4.33	17.50	14.76	9.70	21.00	14.09	18.00	10.83	21.75
	17.07	5.47	17.08	23.53	4.79	5.13	23.63	10.30	11.85	17.10	22.79	27.85	10.05	24.18
		GIm		gi				Ad		Ad				a

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



**Topic 6: Mobile and Social Media Marketing**

**What percentage of your marketing budget involves the use of any type of influencer strategy?**

Number Mean SD	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
Currently	186 7.51 14.31	57 5.68 15.23	20 5.75 9.55	32 8.97 14.75	14 5.71 9.17	45 11.22 17.57	16 5.31 6.24	51 4.86 14.49	36 10.67 17.39	15 6.07 10.48	15 8.00 8.59	20 9.50 18.54	13 9.23 14.31	35 6.89 11.31
One year ago	186 6.54 12.97	57 5.96 17.06	20 4.90 8.70	32 7.63 12.25	14 3.93 5.25	45 9.18 12.71	16 4.19 6.23	51 3.90 14.42	36 11.14 17.45	15 5.53 10.67	15 6.87 8.23	20 5.75 7.30	13 8.77 14.41	35 5.71 9.02
3 years from now	184 12.70 17.07	56 11.18 17.26	20 10.65 14.56	32 14.53 18.18	14 10.71 9.58	45 16.33 20.82	16 9.19 8.37	51 10.29 16.45	35 16.83 21.49	15 10.67 13.44	15 14.20 14.84	20 14.90 20.12	13 13.85 14.51	34 10.82 14.49

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



**Topic 6: Mobile and Social Media Marketing**

**Considering online influencer activities, allocate 100 points across these activities according to their importance to your marketing strategy:**

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
LinkedIn	170	60	53	25	32	57	54	55
	18.17	18.00	30.45	7.60	6.41	21.75	21.87	11.87
	22.10	18.28	27.11	17.33	8.35	21.85	27.35	14.65
		BcD	ACD	aB	AB	C	c	Ab
Blogging on your company site	170	60	53	25	32	57	54	55
	18.05	20.83	19.98	15.40	11.72	21.49	10.35	23.18
	23.00	25.89	21.96	25.57	15.01	22.78	15.48	27.66
		B	AC	B				
Instagram	170	60	53	25	32	57	54	55
	13.20	8.83	5.83	30.80	19.84	8.39	14.59	16.05
	17.52	12.03	8.08	21.73	22.31	12.25	18.24	20.70
		CD	CD	AB	AB	bc	a	a
Facebook	170	60	53	25	32	57	54	55
	12.92	10.08	7.55	19.20	22.25	9.74	14.30	13.64
	14.27	12.09	10.28	16.81	15.80	13.54	14.77	13.55
		CD	CD	AB	AB			
YouTube	170	60	53	25	32	57	54	55
	9.91	10.00	5.57	12.08	15.25	6.65	13.43	9.38
	12.54	13.75	7.40	12.77	14.65	9.28	16.36	10.51
		b	aCD	B	B	B	A	
Other	170	60	53	25	32	57	54	55
	9.19	12.92	11.17	1.00	5.31	13.16	6.98	7.91
	25.54	29.71	28.54	5.00	19.67	29.95	20.77	25.65
Blogging on other sites	170	60	53	25	32	57	54	55
	8.79	10.42	8.19	7.20	7.97	9.65	8.69	7.73
	14.94	18.33	13.72	12.67	11.35	15.41	16.90	11.58

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



**Topic 6: Mobile and Social Media Marketing**

**Considering online influencer activities, allocate 100 points across these activities according to their importance to your marketing strategy:**

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Twitter	170 7.75 10.74	60 8.47 12.88	53 8.68 10.68	25 3.60 5.18	32 8.13 9.20	57 8.18 9.70	54 7.85 10.55	55 7.33 12.38
			c	bd	c			
Snapchat	170 1.05 4.14	60 0.28 1.45	53 1.28 5.88	25 1.72 4.77	32 1.56 3.46	57 0.39 2.09	54 1.11 3.59	55 1.65 5.94
		cd		a	a			
TikTok	170 0.96 3.65	60 0.17 0.91	53 1.30 5.09	25 1.40 3.07	32 1.56 4.30	57 0.61 3.00	54 0.83 3.33	55 1.25 4.41
		Cd		A	a			

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



**Topic 6: Mobile and Social Media Marketing**

**Considering online influencer activities, allocate 100 points across these activities according to their importance to your marketing strategy:**

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	
LinkedIn	170	15	19	14	10	2	2	20	18	5	20	14	23	8
	18.17	26.67	10.79	9.29	0.50	7.50	30.00	18.75	25.00	22.00	32.05	6.07	21.00	16.25
	22.10	34.68	9.90	21.91	1.58	3.54	14.14	20.12	25.55	16.43	28.22	9.84	15.29	17.47
		dk	DfhJl	j aBEFGHIJ	Lm	D	bDK	Dk	bDk	Dk	BcDK	aFghiJL	bDK	d
Blogging on your company site	170	15	19	14	10	2	2	20	18	5	20	14	23	8
	18.05	7.67	16.58	17.86	20.50	60.00	0.00	17.50	18.33	12.00	19.20	7.50	33.04	9.38
	23.00	10.33	22.92	29.72	30.41	28.28	0.00	21.49	20.86	13.04	18.75	14.77	27.50	14.25
		EjL	el	AbghijKM			el	e	e	ae	EL	AbgKm	El	
Instagram	170	15	19	14	10	2	2	20	18	5	20	14	23	8
	13.20	7.67	13.16	28.93	25.50	10.00	10.00	4.50	10.67	6.00	7.65	33.21	5.17	16.25
	17.52	8.63	13.46	22.63	32.36	0.00	14.14	7.24	10.45	6.52	9.00	25.77	8.28	14.33
		CK	cgKl	AbGHiJL	GjL		bCDhKM	CgK	ck	CdK	ABGHiJL	bCDKm	Gl	
Facebook	170	15	19	14	10	2	2	20	18	5	20	14	23	8
	12.92	15.27	11.84	14.29	19.50	11.00	10.00	13.00	11.67	10.00	6.10	25.36	4.30	26.25
	14.27	16.53	13.15	13.57	20.47	15.56	14.14	16.81	8.74	7.91	10.41	15.62	6.09	12.17
		L	klm	L	jL		kl	KLM	m	dKM	bgHJLABCDgHK	M	bHiJL	
YouTube	170	15	19	14	10	2	2	20	18	5	20	14	23	8
	9.91	9.33	10.79	11.21	12.80	2.50	25.00	7.75	12.78	11.00	5.10	15.71	5.13	15.00
	12.54	13.87	8.54	11.36	18.43	3.54	7.07	10.57	11.01	10.25	10.46	22.35	8.55	7.56
		fl				bgjL	f	jl		fhm	l	bFhkM	jL	
Other	170	15	19	14	10	2	2	20	18	5	20	14	23	8
	9.19	14.67	11.63	0.00	5.00	0.00	10.00	28.00	0.00	3.00	11.55	4.64	6.74	3.13
	25.54	34.87	28.71	0.00	15.81	0.00	14.14	43.12	0.00	6.71	30.98	12.78	18.81	8.84
							l					g		

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





**Topic 6: Mobile and Social Media Marketing**

**Considering online influencer activities, allocate 100 points across these activities according to their importance to your marketing strategy:**

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	
Blogging on other sites	170 8.79 14.94	15 6.67 11.75	19 7.95 12.16 k	14 12.86 16.72 k	10 12.50 16.37 k	2 7.50 10.61	2 0.00 0.00	20 4.00 11.42 il	18 13.06 20.94 k	5 25.00 32.02 gK	20 7.90 12.04 k	14 1.07 2.89 bcdhIjL	23 13.04 15.86 gKm	8 1.25 3.54 l
Twitter	170 7.75 10.74	15 10.33 11.09 C	19 9.21 8.00 Cd ABFHjlm	14 1.64 3.41 ABFHjlm	10 2.70 4.16 bFI	2 1.50 2.12	2 15.00 7.07 CD	20 6.50 12.26	18 7.94 7.76 C	5 11.00 5.48 CD	20 8.20 10.17 c	14 5.71 8.52	23 11.43 17.58 c	8 8.75 11.88 c
Snapchat	170 1.05 4.14	15 1.53 3.52	19 4.11 9.64	14 2.14 5.45	10 1.00 3.16	2 0.00 0.00	2 0.00 0.00	20 0.00 0.00	18 0.56 1.62	5 0.00 0.00	20 0.75 3.35	14 0.36 1.34	23 0.09 0.42	8 0.63 1.77
TikTok	170 0.96 3.65	15 0.20 0.77 m	19 3.95 7.92 l	14 1.79 3.72 l	10 0.00 0.00	2 0.00 0.00	2 0.00 0.00	20 0.00 0.00	18 0.00 0.00	5 0.00 0.00	20 1.50 4.89	14 0.36 1.34 m	23 0.04 0.21 bcM	8 3.13 4.58 akL

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



**Topic 6: Mobile and Social Media Marketing**

**Considering online influencer activities, allocate 100 points across these activities according to their importance to your marketing strategy:**

Number Mean SD	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
LinkedIn	170 18.17 22.10	50 25.78 27.16	17 12.35 13.93	34 15.74 22.40	13 23.46 26.25	41 13.41 17.08	15 13.33 10.12	45 24.60 25.86	33 16.45 20.08	14 15.64 28.05	13 13.46 15.33	20 20.00 25.60	13 21.54 22.67	31 11.61 12.21
		e				a		g						a
Blogging on your company site	170 18.05 23.00	50 23.28 25.28	17 28.82 30.03	34 18.53 21.59	13 24.62 28.54	41 9.63 13.89	15 4.67 9.72	45 21.53 22.82	33 26.21 31.05	14 13.93 13.47	13 19.23 17.89	20 20.50 27.43	13 7.69 9.04	31 9.03 15.08
		EF	EF	ef	ef	ABcd	ABcd	fG	fG		f		abd	AB
Instagram	170 13.20 17.52	50 8.58 12.30	17 16.47 21.78	34 16.68 23.69	13 2.54 4.14	41 17.07 17.43	15 15.67 12.37	45 8.29 11.15	33 15.39 22.44	14 15.71 17.85	13 23.31 28.32	20 8.75 12.13	13 13.85 22.38	31 15.16 12.28
		cE	d	ad	bcEF	AD	D	Dg			Ae	d		a
Facebook	170 12.92 14.27	50 6.32 10.37	17 16.00 15.37	34 13.53 14.80	13 9.92 16.31	41 17.56 13.19	15 20.00 16.69	45 8.09 12.87	33 9.67 11.33	14 15.71 18.07	13 14.15 12.39	20 13.75 15.29	13 11.54 10.08	31 21.29 15.70
		BcEF	A	a		A	A	G	G				g	ABf
YouTube	170 9.91 12.54	50 7.08 13.12	17 5.59 9.17	34 9.82 10.99	13 7.31 12.85	41 14.39 12.66	15 14.47 13.36	45 7.91 13.79	33 8.58 10.55	14 9.29 11.91	13 7.23 9.07	20 10.25 13.33	13 15.38 17.13	31 13.13 11.40
		E	ef			Ab	b							
Other	170 9.19 25.54	50 10.42 29.67	17 4.12 12.78	34 13.24 28.49	13 8.85 27.55	41 7.93 22.97	15 5.40 20.91	45 12.33 31.62	33 6.06 20.30	14 15.07 31.10	13 10.00 27.46	20 3.75 11.80	13 8.85 27.70	31 8.90 24.24
Blogging on other sites	170 8.79 14.94	50 11.36 16.00	17 8.82 15.57	34 4.41 10.13	13 13.85 23.29	41 7.80 14.28	15 8.40 11.58	45 10.73 15.59	33 8.64 15.87	14 3.93 6.26	13 6.92 11.09	20 11.75 23.36	13 5.77 6.72	31 8.42 13.18
		c		a										

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



**Topic 6: Mobile and Social Media Marketing**

**Considering online influencer activities, allocate 100 points across these activities according to their importance to your marketing strategy:**

Number Mean SD	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
Twitter	170 7.75 10.74	50 6.26 12.81 f	17 7.24 8.73 f	34 5.32 7.33 F	13 8.85 8.93	41 8.54 10.80 f	15 15.73 10.47 abCe	45 5.51 8.26 G	33 7.67 14.42	14 6.79 9.92	13 5.08 5.33 g	20 6.75 7.83	13 11.15 16.48	31 11.32 9.31 Ad
Snapchat	170 1.05 4.14	50 0.40 2.22 f	17 0.00 0.00	34 1.12 3.26	13 0.38 0.96	41 2.07 7.07	15 2.00 3.68 a	45 0.44 2.34 f	33 0.39 2.26 f	14 1.79 3.72	13 0.38 0.96	20 2.25 8.96	13 3.08 5.96 ab	31 0.65 2.14
TikTok	170 0.96 3.65	50 0.52 2.90	17 0.59 2.43	34 1.62 4.21	13 0.23 0.83	41 1.59 5.18	15 0.33 1.29	45 0.56 3.06	33 0.94 2.63	14 2.14 5.45	13 0.23 0.83	20 2.25 6.97	13 1.15 3.00	31 0.48 1.98

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



## Topic 7: Managing Marketing

### To what degree was marketing prepared to face the pandemic and its economic impact?

Number Col %	Total	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=We did not have a plan	26 11.5%	8 10.4%	9 12.3%	3 8.1%	6 15.4%	10 13.7%	9 13.0%	7 9.1%
2	40 17.7%	11 14.3%	10 13.7%	10 27.0%	9 23.1%	13 17.8%	13 18.8%	12 15.6%
3	31 13.7%	9 11.7%	13 17.8%	3 8.1%	6 15.4%	8 11.0%	6 8.7% c	16 20.8% b
4	43 19.0%	18 23.4%	12 16.4%	8 21.6%	5 12.8%	15 20.5%	11 15.9%	15 19.5%
5	48 21.2%	18 23.4%	15 20.5%	8 21.6%	7 17.9%	17 23.3%	15 21.7%	14 18.2%
6	20 8.8%	9 11.7%	6 8.2%	4 10.8%	1 2.6%	5 6.8%	8 11.6%	7 9.1%
7=We had a strong plan in place	18 8.0%	4 5.2%	8 11.0%	1 2.7%	5 12.8%	5 6.8%	7 10.1%	6 7.8%
Mean	3.79	3.91	3.88	3.65	3.54	3.70	3.90	3.81

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



**Topic 7: Managing Marketing**

**To what degree was marketing prepared to face the pandemic and its economic impact?**

Number Col %	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=We did not have a plan	26 11.5%	5 21.7%	4 17.4%	3 18.8%	1 7.1%	0 0.0%	0 0.0%	1 3.7%	1 4.2%	0 0.0%	4 16.0%	2 8.3%	4 14.3%	1 10.0%
2	40 17.7%	1 4.3% bkm	6 26.1% a	4 25.0%	3 21.4%	1 33.3%	0 0.0%	4 14.8%	3 12.5%	0 0.0%	4 16.0%	7 29.2% a	3 10.7% m	4 40.0% al
3	31 13.7%	2 8.7%	3 13.0%	3 18.8%	2 14.3%	1 33.3%	0 0.0%	4 14.8%	2 8.3%	2 40.0% l	5 20.0%	4 16.7%	2 7.1% i	1 10.0%
4	43 19.0%	2 8.7% F	5 21.7% f	2 12.5% f	3 21.4%	0 0.0%	3 75.0% AbcgjKm	6 22.2% f	6 25.0%	1 20.0%	4 16.0% f	3 12.5% F	7 25.0%	1 10.0% f
5	48 21.2%	8 34.8%	3 13.0%	3 18.8%	1 7.1%	1 33.3%	1 25.0%	7 25.9%	4 16.7%	1 20.0%	4 16.0%	5 20.8%	9 32.1%	1 10.0%
6	20 8.8%	3 13.0%	0 0.0% dhi	1 6.3%	3 21.4% b	0 0.0%	0 0.0%	1 3.7%	4 16.7% b	1 20.0% b	2 8.0%	3 12.5%	2 7.1%	0 0.0%
7=We had a strong plan in place	18 8.0%	2 8.7%	2 8.7%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	4 14.8%	4 16.7% k	0 0.0%	2 8.0%	0 0.0% hm	1 3.6%	2 20.0% k
Mean	3.79	4.04	3.22 gh	3.06 gh	3.93	3.33	4.25	4.22 bc	4.54 bck	4.20	3.56	3.46 h	3.86	3.50

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



**Topic 7: Managing Marketing**

**To what degree was marketing prepared to face the pandemic and its economic impact?**

Number Col %	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
1=We did not have a plan	26 11.5%	10 15.2%	2 8.7%	4 9.8%	1 6.7%	6 11.5%	3 11.1%	10 16.4%	3 6.7%	2 13.3%	2 9.5%	2 10.5%	3 21.4%	4 8.0%
2	40 17.7%	10 15.2%	6 26.1%	7 17.1%	1 6.7%	11 21.2%	5 18.5%	10 16.4%	7 15.6%	5 33.3%	3 14.3%	3 15.8%	4 28.6%	8 16.0%
3	31 13.7%	11 16.7%	5 21.7%	4 9.8%	1 6.7%	7 13.5%	2 7.4%	11 18.0%	6 13.3%	2 13.3%	3 14.3%	2 10.5%	1 7.1%	6 12.0%
4	43 19.0%	12 18.2%	5 21.7%	8 19.5%	5 33.3%	7 13.5%	5 18.5%	11 18.0%	12 26.7%	1 6.7%	4 19.0%	3 15.8%	1 7.1%	10 20.0%
5	48 21.2%	17 25.8%	1 4.3%	5 12.2%	6 40.0%	10 19.2%	9 33.3%	13 21.3%	6 13.3%	2 13.3%	6 28.6%	5 26.3%	3 21.4%	13 26.0%
6	20 8.8%	3 4.5%	2 8.7%	8 19.5%	1 6.7%	6 11.5%	0 0.0%	2 3.3%	6 13.3%	2 13.3%	2 9.5%	3 15.8%	1 7.1%	4 8.0%
7=We had a strong plan in place	18 8.0%	3 4.5%	2 8.7%	5 12.2%	0 0.0%	5 9.6%	3 11.1%	4 6.6%	5 11.1%	1 6.7%	1 4.8%	1 5.3%	1 7.1%	5 10.0%
Mean	3.79	3.56	3.48	4.15	4.13	3.81	3.89	3.48	4.09	3.40	3.90	4.00	3.29	4.04

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



## Topic 7: Managing Marketing

### To what degree has marketing improvised to generate new strategies during the pandemic?

Number Col %	Total	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	7 3.1%	1 1.3%	5 6.8%	0 0.0%	1 2.6%	4 5.6%	2 2.9%
2	7 3.1%	1 1.3%	2 2.7%	2 5.6%	2 5.1%	0 0.0%	3 4.3%	4 5.2%
3	11 4.9%	5 6.6%	5 6.8%	1 2.8%	0 0.0%	6 8.3%	3 4.3%	2 2.6%
4	12 5.3%	3 3.9%	6 8.1%	1 2.8%	2 5.1%	2 2.8%	4 5.8%	6 7.8%
5	51 22.7%	19 25.0%	12 16.2%	12 33.3%	8 20.5%	15 20.8%	16 23.2%	20 26.0%
6	67 29.8%	17 22.4%	26 35.1%	10 27.8%	14 35.9%	26 36.1%	17 24.6%	20 26.0%
7=A great deal	70 31.1%	30 39.5%	18 24.3%	10 27.8%	12 30.8%	19 26.4%	24 34.8%	24 31.2%
Mean	5.55	5.75	5.27	5.58	5.67	5.47	5.55	5.55

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



**Topic 7: Managing Marketing**

**To what degree has marketing improvised to generate new strategies during the pandemic?**

Number Col %	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	7 3.1%	3 13.0%	0 0.0% f	0 0.0%	0 0.0%	0 0.0%	1 25.0% bghkl	0 0.0% f	0 0.0% f	0 0.0%	3 11.5%	0 0.0% f	0 0.0% f	0 0.0%
2	7 3.1%	0 0.0%	3 13.0%	1 6.7%	1 7.1%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	0 0.0%
3	11 4.9%	2 8.7%	3 13.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	2 8.3%	0 0.0%	1 3.8%	1 4.2%	1 3.6%	0 0.0%
4	12 5.3%	0 0.0%	1 4.3%	1 6.7%	1 7.1%	0 0.0%	0 0.0%	1 3.8%	2 8.3%	0 0.0%	3 11.5%	1 4.2%	2 7.1%	0 0.0%
5	51 22.7%	5 21.7%	6 26.1%	5 33.3%	3 21.4%	1 33.3%	0 0.0%	7 26.9%	6 25.0%	2 40.0%	5 19.2%	6 25.0%	4 14.3%	1 10.0%
6	67 29.8%	10 43.5%	4 17.4% m	3 20.0%	2 14.3% m	2 66.7%	1 25.0%	7 26.9%	6 25.0%	2 40.0%	7 26.9%	7 29.2%	10 35.7%	6 60.0% bd
7=A great deal	70 31.1%	3 13.0% dl	6 26.1%	5 33.3%	7 50.0% a	0 0.0%	2 50.0%	9 34.6%	8 33.3%	1 20.0%	7 26.9%	8 33.3%	11 39.3% a	3 30.0%
Mean	5.55	5.00 l	5.00 lm	5.60	5.86	5.67	5.25	5.73	5.67	5.80	5.15 l	5.71	6.00 abj	6.20 b

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





**Topic 7: Managing Marketing**

**To what degree has marketing improvised to generate new strategies during the pandemic?**

Number Col %	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
1=Not at all	7 3.1%	3 4.6%	0 0.0%	0 0.0%	1 6.7%	1 1.9%	2 7.4%	3 5.0%	0 0.0%	1 6.7%	1 4.8%	0 0.0%	0 0.0%	2 4.0%
2	7 3.1%	3 4.6%	1 4.5%	1 2.4%	1 6.7%	1 1.9%	0 0.0%	3 5.0%	1 2.3%	1 6.7%	1 4.8%	0 0.0%	1 7.1%	0 0.0%
3	11 4.9%	5 7.7%	1 4.5%	3 7.3%	0 0.0%	0 0.0%	2 7.4%	5 8.3%	3 6.8%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	2 4.0%
4	12 5.3%	6 9.2%	0 0.0%	4 9.8%	0 0.0%	1 1.9%	1 3.7%	4 6.7%	2 4.5%	3 20.0%	2 9.5%	0 0.0%	0 0.0%	1 2.0%
5	51 22.7%	13 20.0%	6 27.3%	5 12.2%	3 20.0%	16 30.2%	8 29.6%	13 21.7%	7 15.9%	4 26.7%	4 19.0%	3 15.0%	3 21.4%	16 32.0%
6	67 29.8%	14 21.5%	10 45.5%	11 26.8%	7 46.7%	19 35.8%	5 18.5%	14 23.3%	16 36.4%	1 6.7%	8 38.1%	8 40.0%	6 42.9%	14 28.0%
7=A great deal	70 31.1%	21 32.3%	4 18.2%	17 41.5%	3 20.0%	15 28.3%	9 33.3%	18 30.0%	15 34.1%	4 26.7%	5 23.8%	9 45.0%	4 28.6%	15 30.0%
Mean	5.55	5.29	5.59	5.78	5.40	5.77	5.37	5.25	5.80	4.80	5.43	6.30	5.79	5.62

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



## Topic 7: Managing Marketing

### What types of information has your company used to guide your marketing strategies during the pandemic? (Check all that you have used)

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Marketing team member knowledge and experiences	185 82.6%	59 77.6% c	57 79.2% c	35 94.6% ab	34 87.2%	55 78.6%	55 78.6%	68 88.3%
Top management knowledge and experiences	181 80.8%	63 82.9%	58 80.6%	29 78.4%	31 79.5%	55 78.6%	55 78.6%	65 84.4%
Conversations with sales teams	157 70.1%	63 82.9% cD	51 70.8% d	23 62.2% a	20 51.3% Ab	54 77.1%	50 71.4%	48 62.3%
Discussions with partners	141 62.9%	49 64.5%	45 62.5%	21 56.8%	26 66.7%	50 71.4%	39 55.7%	46 59.7%
Quick research with customers	132 58.9%	45 59.2%	45 62.5%	20 54.1%	22 56.4%	46 65.7% b	33 47.1% a	48 62.3%
Website analytics	118 52.7%	38 50.0%	32 44.4% d	21 56.8%	27 69.2% b	30 42.9% c	34 48.6%	47 61.0% a
Learning from noncompetitors	116 51.8%	40 52.6%	27 37.5% cD	22 59.5% b	27 69.2% B	35 50.0%	37 52.9%	41 53.2%
Learning from competitors	112 50.0%	40 52.6%	30 41.7% c	23 62.2% b	19 48.7%	33 47.1%	35 50.0%	40 51.9%

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



**Topic 7: Managing Marketing**

**What types of information has your company used to guide your marketing strategies during the pandemic?  
(Check all that you have used)**

N=224	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Great Recession experiences	86 38.4%	25 32.9%	26 36.1%	17 45.9%	18 46.2%	25 35.7%	25 35.7%	33 42.9%
Professional association guidance	74 33.0%	25 32.9%	23 31.9%	18 48.6%	8 20.5%	28 40.0%	25 35.7%	17 22.1%
External consulting guidance	55 24.6%	18 23.7%	15 20.8%	13 35.1%	9 23.1%	19 27.1%	18 25.7%	17 22.1%
Direct experience responding to covid-19 in overseas markets	51 22.8%	20 26.3%	13 18.1%	13 35.1%	5 12.8%	19 27.1%	15 21.4%	15 19.5%
Prior infectious disease experiences (e.g., SARS)	34 15.2%	10 13.2%	8 11.1%	6 16.2%	10 25.6%	13 18.6%	8 11.4%	11 14.3%

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



**Topic 7: Managing Marketing**

**What types of information has your company used to guide your marketing strategies during the pandemic?**  
**(Check all that you have used)**

	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	Transportation
		A	B	C	D	E	F	G	H	I	J	K	L	M
Marketing team member knowledge and experiences	185 82.6%	18 81.8% f	19 82.6% f	15 93.8% F	11 78.6%	2 66.7%	1 25.0% abCghiJkl M	21 77.8% f	20 83.3% f	5 100.0% f	21 87.5% F	20 83.3% f	22 78.6% f	10 100.0% F
Top management knowledge and experiences	181 80.8%	18 81.8% f	19 82.6% f	9 56.3% jL	11 78.6%	3 100.0%	1 25.0% abgiJkL	22 81.5% f	18 75.0%	5 100.0% f	21 87.5% cF	20 83.3% f	26 92.9% CF	8 80.0%
Conversations with sales teams	157 70.1%	12 54.5% h	15 65.2%	13 81.3%	10 71.4%	3 100.0%	3 75.0%	17 63.0%	20 83.3% a	5 100.0%	14 58.3%	15 62.5%	22 78.6%	8 80.0%
Discussions with partners	141 62.9%	13 59.1% m	15 65.2% m	8 50.0% m	9 64.3% m	2 66.7%	2 50.0% m	12 44.4% lM	17 70.8%	4 80.0%	16 66.7% m	12 50.0% M	21 75.0% g	10 100.0% abcdfGjK
Quick research with customers	132 58.9%	8 36.4% bgL	17 73.9% aK	9 56.3%	9 64.3%	2 66.7%	2 50.0%	19 70.4% ak	12 50.0% l	3 60.0%	13 54.2% l	8 33.3% BgL	23 82.1% AhjK	7 70.0%
Website analytics	118 52.7%	10 45.5%	12 52.2%	8 50.0%	9 64.3% f	2 66.7%	0 0.0% dLm	12 44.4% l	13 54.2%	3 60.0%	9 37.5% l	13 54.2%	20 71.4% Fgj	7 70.0% f
Learning from noncompetitors	116 51.8%	11 50.0%	14 60.9%	8 50.0%	6 42.9%	2 66.7%	2 50.0%	9 33.3% kl	12 50.0%	2 40.0%	10 41.7%	16 66.7% g	18 64.3% g	6 60.0%

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



**Topic 7: Managing Marketing**

**What types of information has your company used to guide your marketing strategies during the pandemic?**  
**(Check all that you have used)**

	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
Learning from competitors	112 50.0%	12 54.5%	12 52.2%	10 62.5%	6 42.9%	2 66.7%	1 25.0%	7 25.9%	10 41.7%	2 40.0%	12 50.0%	17 70.8%	16 57.1%	5 50.0%
Great Recession experiences	86 38.4%	11 50.0%	9 39.1%	5 31.3%	4 28.6%	3 100.0%	1 25.0%	7 25.9%	9 37.5%	3 60.0%	7 29.2%	12 50.0%	9 32.1%	6 60.0%
Professional association guidance	74 33.0%	8 36.4%	6 26.1%	8 50.0%	4 28.6%	1 33.3%	2 50.0%	7 25.9%	10 41.7%	3 60.0%	7 29.2%	8 33.3%	5 17.9%	5 50.0%
External consulting guidance	55 24.6%	8 36.4%	6 26.1%	3 18.8%	3 21.4%	1 33.3%	0 0.0%	7 25.9%	6 25.0%	1 20.0%	4 16.7%	9 37.5%	6 21.4%	1 10.0%
Direct experience responding to covid-19 in overseas markets	51 22.8%	3 13.6%	6 26.1%	6 37.5%	2 14.3%	0 0.0%	2 50.0%	6 22.2%	8 33.3%	2 40.0%	3 12.5%	5 20.8%	7 25.0%	1 10.0%
Prior infectious disease experiences (e.g., SARS)	34 15.2%	5 22.7%	3 13.0%	2 12.5%	3 21.4%	0 0.0%	0 0.0%	6 22.2%	3 12.5%	1 20.0%	3 12.5%	4 16.7%	0 0.0%	4 40.0%

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



**Topic 7: Managing Marketing**

**What types of information has your company used to guide your marketing strategies during the pandemic?**  
**(Check all that you have used)**

	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
Marketing team member knowledge and experiences	185 82.6%	50 78.1%	14 60.9% Cde	37 90.2% B	14 93.3% b	46 86.8% b	22 84.6%	45 76.3%	33 73.3% d	12 80.0%	20 95.2% b	18 90.0%	13 92.9%	43 87.8%
Top management knowledge and experiences	181 80.8%	47 73.4%	19 82.6%	36 87.8%	13 86.7%	43 81.1%	22 84.6%	45 76.3%	33 73.3% d	13 86.7%	20 95.2% b	17 85.0%	11 78.6%	41 83.7%
Conversations with sales teams	157 70.1%	38 59.4%	18 78.3%	30 73.2%	12 80.0%	39 73.6%	18 69.2%	32 54.2% bde	34 75.6% a	11 73.3%	18 85.7% a	17 85.0% a	10 71.4%	35 71.4%
Discussions with partners	141 62.9%	36 56.3%	17 73.9%	28 68.3%	9 60.0%	33 62.3%	16 61.5%	34 57.6%	33 73.3%	9 60.0%	13 61.9%	10 50.0%	9 64.3%	32 65.3%
Quick research with customers	132 58.9%	36 56.3%	14 60.9%	25 61.0%	7 46.7%	32 60.4%	16 61.5%	34 57.6%	31 68.9% ce	5 33.3% bG	11 52.4%	8 40.0% bg	7 50.0%	35 71.4% Ce
Website analytics	118 52.7%	28 43.8% f	13 56.5%	22 53.7%	8 53.3%	26 49.1% f	19 73.1% ae	28 47.5% g	23 51.1%	8 53.3%	9 42.9%	10 50.0%	6 42.9%	33 67.3% a
Learning from noncompetitors	116 51.8%	28 43.8%	14 60.9%	23 56.1%	7 46.7%	27 50.9%	17 65.4%	24 40.7%	27 60.0%	8 53.3%	12 57.1%	9 45.0%	7 50.0%	28 57.1%
Learning from competitors	112 50.0%	28 43.8%	12 52.2%	24 58.5%	8 53.3%	22 41.5%	16 61.5%	26 44.1%	21 46.7%	9 60.0%	10 47.6%	10 50.0%	7 50.0%	28 57.1%

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



**Topic 7: Managing Marketing**

**What types of information has your company used to guide your marketing strategies during the pandemic?**  
**(Check all that you have used)**

	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
Great Recession experiences	86 38.4%	23 35.9%	9 39.1%	13 31.7%	4 26.7%	24 45.3%	12 46.2%	23 39.0%	13 28.9%	4 26.7%	8 38.1%	11 55.0%	4 28.6%	22 44.9%
Professional association guidance	74 33.0%	17 26.6%	7 30.4%	14 34.1%	4 26.7%	16 30.2%	14 53.8%	15 25.4%	15 33.3%	3 20.0%	5 23.8%	5 25.0%	6 42.9%	24 49.0%
External consulting guidance	55 24.6%	12 18.8%	5 21.7%	10 24.4%	3 20.0%	15 28.3%	10 38.5%	11 18.6%	10 22.2%	4 26.7%	2 9.5%	5 25.0%	5 35.7%	18 36.7%
Direct experience responding to covid-19 in overseas markets	51 22.8%	8 12.5%	2 8.7%	8 19.5%	4 26.7%	15 28.3%	14 53.8%	6 10.2%	8 17.8%	3 20.0%	5 23.8%	4 20.0%	5 35.7%	20 40.8%
Prior infectious disease experiences (e.g., SARS)	34 15.2%	5 7.8%	3 13.0%	5 12.2%	1 6.7%	13 24.5%	7 26.9%	5 8.5%	2 4.4%	1 6.7%	4 19.0%	6 30.0%	3 21.4%	12 24.5%

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



**Topic 7: Managing Marketing**

**In what percent of the time did you perform experiments to understand the impact of your marketing actions on customers during the pandemic?**

	Total	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								
Mean								
SD								
Percent	216	70	73	34	39	71	66	73
	31.40	32.69	28.79	28.26	36.69	29.66	28.98	36.16
	26.77	27.86	28.19	21.67	26.04	28.73	26.38	25.62

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





**Topic 7: Managing Marketing**

**In what percent of the time did you perform experiments to understand the impact of your marketing actions on customers during the pandemic?**

	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
Number	216	21	22	15	12	3	4	24	24	5	26	22	28	10
Mean	31.40	30.52	28.32	23.13	30.25	35.00	38.00	32.00	25.75	25.00	29.58	30.77	45.04	33.30
SD	26.77	30.77	22.19	20.29	23.28	36.06	35.81	27.43	24.57	20.62	30.21	25.94	27.61	30.64
			l	l					l				bch	

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



**Topic 7: Managing Marketing**

**In what percent of the time did you perform experiments to understand the impact of your marketing actions on customers during the pandemic?**

Number Mean SD	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
Percent	216	64	22	39	14	51	24	59	42	15	20	20	14	45
	31.40	28.72	38.09	31.46	24.57	32.59	34.42	29.53	35.26	33.40	19.30	31.50	34.79	33.44
	26.77	28.18	31.10	29.32	23.41	24.15	22.06	29.44	30.12	28.92	16.97	21.76	28.30	24.08
									d		bg			d

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



**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	Total	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>Building brand value that connects with customers</u>								
1	73 33.0%	25 34.7%	22 30.1%	9 24.3%	17 43.6%	25 35.7%	17 25.4%	28 36.4%
2	52 23.5%	13 18.1%	16 21.9%	12 32.4%	11 28.2%	12 17.1%	19 28.4%	17 22.1%
3	40 18.1%	11 15.3%	18 24.7%	3 8.1%	8 20.5%	15 21.4%	15 22.4%	10 13.0%
Mean	1.80	1.71	1.93	1.75	1.75	1.81	1.96	1.67

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



**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	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>Building brand value that connects with customers</u>														
1	73 33.0%	8 34.8%	8 34.8%	5 31.3%	8 57.1%	1 50.0%	0 0.0%	9 37.5%	7 30.4%	1 20.0%	6 23.1%	5 20.8%	9 33.3%	6 60.0%
2	52 23.5%	7 30.4%	6 26.1%	3 18.8%	3 21.4%	1 50.0%	1 25.0%	6 25.0%	5 21.7%	1 20.0%	5 19.2%	9 37.5%	2 7.4%	3 30.0%
3	40 18.1%	3 13.0%	5 21.7%	2 12.5%	2 14.3%	0 0.0%	0 0.0%	4 16.7%	3 13.0%	2 40.0%	9 34.6%	2 8.3%	7 25.9%	1 10.0%
Mean	1.80	1.72	1.84	1.70	1.54	1.50	2.00	1.74	1.73	2.25	2.15	1.81	1.89	1.50

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



**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	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
<u>Building brand value that connects with customers</u>														
1	73 33.0%	19 30.2%	4 18.2% d	10 25.0%	8 53.3% b	20 38.5%	12 44.4%	15 25.9% f	14 32.6%	3 20.0% f	7 33.3%	6 31.6%	8 57.1% ac	19 38.0%
2	52 23.5%	13 20.6%	8 36.4% cd	4 10.0% bE	1 6.7% be	18 34.6% Cd	7 25.9%	16 27.6%	7 16.3%	2 13.3%	8 38.1% f	4 21.1%	1 7.1% d	14 28.0%
3	40 18.1%	13 20.6%	2 9.1% c	14 35.0% bEf	2 13.3%	6 11.5% C	3 11.1% c	12 20.7%	4 9.3% c	5 33.3% b	3 14.3%	5 26.3%	2 14.3%	9 18.0%
Mean	1.80	1.87	1.86	2.14 def	1.45 c	1.68 c	1.59 c	1.93	1.60	2.20	1.78	1.93	1.45	1.76

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



**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	Total	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>Increasing customer awareness of brand/company</u>								
1	37 16.7%	16 22.2%	14 19.2%	3 8.1%	4 10.3%	12 17.1%	16 23.9%	8 10.4%
							c	b
2	50 22.6%	16 22.2%	19 26.0%	6 16.2%	9 23.1%	21 30.0%	11 16.4%	16 20.8%
3	61 27.6%	22 30.6%	19 26.0%	11 29.7%	9 23.1%	16 22.9%	18 26.9%	24 31.2%
Mean	2.16	2.11	2.10	2.40	2.23	2.08	2.04	2.33

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



**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	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>Increasing customer awareness of brand/company</u>														
1	37 16.7%	3 13.0%	0 0.0%	2 12.5%	1 7.1%	0 0.0%	0 0.0%	6 25.0%	9 39.1%	2 40.0%	5 19.2%	5 20.8%	2 7.4%	2 20.0%
			gHljk		h			b	BdL	B	b	b	H	b
2	50 22.6%	5 21.7%	4 17.4%	2 12.5%	4 28.6%	0 0.0%	0 0.0%	8 33.3%	4 17.4%	1 20.0%	8 30.8%	3 12.5%	9 33.3%	2 20.0%
3	61 27.6%	7 30.4%	8 34.8%	7 43.8%	4 28.6%	1 50.0%	3 75.0%	4 16.7%	6 26.1%	0 0.0%	5 19.2%	6 25.0%	6 22.2%	4 40.0%
							gijl	f		f	f		f	
Mean	2.16	2.27	2.67	2.45	2.33	3.00	3.00	1.89	1.84	1.33	2.00	2.07	2.24	2.25
			GHj	i				B	B	Bcl	b		i	

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



**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	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
<u>Increasing customer awareness of brand/company</u>														
1	37 16.7%	14 22.2%	6 27.3%	10 25.0%	0 0.0%	5 9.6%	2 7.4%	16 27.6%	8 18.6%	3 20.0%	2 9.5%	2 10.5%	1 7.1%	5 10.0%
		d	d	d	abc			g						a
2	50 22.6%	21 33.3%	1 4.5%	8 20.0%	2 13.3%	11 21.2%	7 25.9%	15 25.9%	7 16.3%	4 26.7%	5 23.8%	2 10.5%	4 28.6%	12 24.0%
		B	Af				b							
3	61 27.6%	16 25.4%	8 36.4%	11 27.5%	4 26.7%	14 26.9%	7 25.9%	14 24.1%	17 39.5%	4 26.7%	4 19.0%	5 26.3%	4 28.6%	13 26.0%
Mean	2.16	2.04	2.13	2.03	2.67	2.30	2.31	1.96	2.28	2.09	2.18	2.33	2.33	2.27

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





**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	Total	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>Acquiring new customers</u>								
1	31 14.0%	6 8.3%	9 12.3%	11 29.7%	5 12.8%	8 11.4%	9 13.4%	14 18.2%
		c	c	ab				
2	48 21.7%	14 19.4%	19 26.0%	8 21.6%	7 17.9%	14 20.0%	14 20.9%	20 26.0%
3	44 19.9%	17 23.6%	13 17.8%	4 10.8%	10 25.6%	18 25.7%	13 19.4%	11 14.3%
		c		ad	c	c		a
Mean	2.11	2.30 C	2.10 c	1.70 Abd	2.23 c	2.25	2.11	1.93

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



**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	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	Transportation M
<u>Acquiring new customers</u>														
1	31 14.0%	4 17.4%	3 13.0%	4 25.0%	1 7.1%	1 50.0%	1 25.0%	4 16.7%	1 4.3%	0 0.0%	5 19.2%	4 16.7%	3 11.1%	0 0.0%
2	48 21.7%	2 8.7%	6 26.1%	6 37.5%	4 28.6%	0 0.0%	1 25.0%	3 12.5%	6 26.1%	0 0.0%	7 26.9%	6 25.0%	6 22.2%	1 10.0%
3	44 19.9%	6 26.1%	3 13.0%	1 6.3%	2 14.3%	0 0.0%	1 25.0%	5 20.8%	3 13.0%	2 40.0%	3 11.5%	6 25.0%	8 29.6%	4 40.0%
Mean	2.11	2.17	2.00 m	1.73 M	2.14	1.00	2.00	2.08	2.20	3.00	1.87 m	2.13	2.29	2.80 bcj

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



**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	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
<u>Acquiring new customers</u>														
1	31 14.0%	8 12.7%	1 4.5%	7 17.5%	2 13.3%	10 19.2%	2 7.4%	8 13.8%	3 7.0% e	3 20.0%	3 14.3%	6 31.6% b	2 14.3%	6 12.0%
2	48 21.7%	9 14.3% Cd	7 31.8% e	16 40.0% AE	6 40.0% aE	5 9.6% bCD	5 18.5%	9 15.5% b	16 37.2% ag	2 13.3%	5 23.8%	5 26.3%	2 14.3%	9 18.0% b
3	44 19.9%	14 22.2%	6 27.3%	7 17.5%	1 6.7%	11 21.2%	5 18.5%	13 22.4%	11 25.6%	3 20.0%	3 14.3%	3 15.8%	2 14.3%	9 18.0%
Mean	2.11	2.19	2.36	2.00	1.89	2.04	2.25	2.17	2.27 e	2.00	2.00	1.79 b	2.00	2.13

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



## Topic 7: Managing Marketing

### What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)

	Total	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>Retaining current customers</u>								
1	72 32.6%	24 33.3%	25 34.2%	13 35.1%	10 25.6%	24 34.3%	23 34.4%	22 28.6%
2	57 25.8%	23 31.9%	16 21.9%	9 24.3%	9 23.1%	20 28.6%	17 25.4%	19 24.7%
3	41 23.1%	9 22.2%	16 21.9%	7 21.6%	9 28.2%	14 17.1%	9 26.9%	17 24.7%
Mean	1.82	1.73	1.84	1.79	1.96	1.83	1.71	1.91

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



**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	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	Transportation M
<u>Retaining current customers</u>														
1	72 32.6%	8 34.8%	12 52.2% dg	5 31.3%	2 14.3% bf	0 0.0%	3 75.0% dg	5 20.8% bf	6 26.1%	2 40.0%	8 30.8%	8 33.3%	11 40.7%	2 20.0%
2	57 25.8%	7 30.4%	3 13.0% i	5 31.3%	3 21.4%	1 50.0%	0 0.0%	7 29.2%	8 34.8%	3 60.0% bl	6 23.1%	6 25.0%	4 14.8% i	4 40.0%
3	41 18.6%	4 17.4%	4 17.4%	1 6.3%	5 35.7% m	1 50.0% m	0 0.0%	6 25.0%	4 17.4%	0 0.0%	8 30.8%	5 20.8%	3 11.1%	0 0.0% de
Mean	1.82	1.79	1.58 d	1.64	2.30 bl	2.50	1.00	2.06	1.89	1.60	2.00	1.84	1.56 d	1.67

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



**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	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
<u>Retaining current customers</u>														
1	72 32.6%	19 30.2%	9 40.9%	13 32.5%	4 26.7%	15 28.8%	11 40.7%	17 29.3%	16 37.2%	6 40.0%	8 38.1%	4 21.1%	3 21.4%	18 36.0%
2	57 25.8%	16 25.4%	6 27.3%	6 15.0%	6 40.0%	15 28.8%	7 25.9%	16 27.6%	7 16.3% ef	3 20.0%	3 14.3%	8 42.1% b	6 42.9% b	14 28.0%
3	41 18.6%	15 23.8%	4 18.2%	7 17.5%	3 20.0%	6 11.5%	6 22.2%	14 24.1%	7 16.3%	2 13.3%	5 23.8%	1 5.3%	3 21.4%	8 16.0%
Mean	1.82	1.92	1.74	1.77	1.92	1.75	1.79	1.94	1.70	1.64	1.81	1.77	2.00	1.75

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



**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<u>Improving marketing ROI</u>								
1	8 3.6%	1 1.4%	3 4.1%	1 2.7%	3 7.7%	1 1.4%	2 3.0%	5 6.5%
2	14 6.3%	6 8.3%	3 4.1%	2 5.4%	3 7.7%	3 4.3%	6 9.0%	5 6.5%
3	35 15.8%	13 18.1%	7 9.6%	12 32.4%	3 7.7%	7 10.0%	12 17.9%	15 19.5%
Mean	2.47	2.60 d	2.31	2.73 d	2.00 ac	2.55	2.50	2.40

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



**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	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	Transportation M
<u>Improving marketing ROI</u>														
1	8 3.6%	0 0.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.7%	2 8.3%	2 7.4%	0 0.0%
2	14 6.3%	2 8.7%	4 17.4%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 22.2%	0 0.0%
		f	ghjk	Fl	f		aCdGHJK m	bFl	bFl		bFl	bFl	cghjk	f
3	35 15.8%	3 13.0%	3 13.0%	5 31.3%	1 7.1%	0 0.0%	0 0.0%	5 20.8%	7 30.4%	1 20.0%	1 3.8%	5 20.8%	3 11.1%	1 10.0%
			h	j fl	h		cgh	fl	j bdfjL		ch h		cgH	
Mean	2.47	2.60	2.43	3.00	1.67	---	2.00	3.00	3.00	3.00	1.67	2.43	2.09	3.00

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





**Topic 7: Managing Marketing**

**What marketing objectives have you been focused on during the pandemic? (Focusing on your largest revenue market, rank your top three where 1 is high)**

	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
<u>Improving marketing ROI</u>														
1	8 3.6%	3 4.8%	2 9.1%	0 0.0%	1 6.7%	2 3.8%	0 0.0%	2 3.4%	2 4.7%	0 0.0%	1 4.8%	1 5.3%	0 0.0%	2 4.0%
2	14 6.3%	4 6.3%	0 0.0%	6 15.0%	0 0.0%	3 5.8%	1 3.7%	2 3.4%	6 14.0%	4 26.7%	0 0.0%	0 0.0%	1 7.1%	1 2.0%
3	35 15.8%	5 7.9%	2 9.1%	1 2.5%	5 33.3%	15 28.8%	6 22.2%	5 8.6%	4 9.3%	1 6.7%	6 28.6%	5 26.3%	3 21.4%	11 22.0%
Mean	2.47	2.17	2.00	2.14 F	2.67	2.65	2.86 C	2.33	2.17	2.20	2.71	2.67	2.75	2.64

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



**Topic 7: Managing Marketing**

**Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (check all that apply)**

	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D	A	B	C
Building better customer-facing digital interfaces	132 60.8%	45 59.2%	40 57.1%	23 69.7%	24 63.2%	43 62.3%	43 63.2%	44 59.5%
Transforming our go-to-market business models	122 56.2%	46 60.5%	36 51.4%	20 60.6%	20 52.6%	39 56.5%	38 55.9%	41 55.4%
Expanding into new offerings - i.e., products and services	91 41.9%	30 39.5%	33 47.1%	13 39.4%	15 39.5%	27 39.1%	26 38.2%	34 45.9%
Building partnerships	88 40.6%	33 43.4%	33 47.1%	10 30.3%	12 31.6%	33 47.8%	21 30.9%	32 43.2%
Investing in new automation technologies to improve virtual communication with customers	74 34.1%	31 40.8%	19 27.1%	11 33.3%	13 34.2%	22 31.9%	27 39.7%	22 29.7%
Improving our research and experimentation capabilities	64 29.5%	21 27.6%	17 24.3%	7 21.2%	19 50.0%	21 30.4%	19 27.9%	23 31.1%

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



**Topic 7: Managing Marketing**

**Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (Check all that apply)**

N=217

	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D			
Improving data integration to allow for end-to-end customer tracking	54 24.9%	20 26.3%	12 17.1%	11 33.3%	11 28.9%	13 18.8%	21 30.9%	20 27.0%
Expanding into new geographies, segments	38 17.5%	15 19.7%	11 15.7%	8 24.2%	4 10.5%	9 13.0%	15 22.1%	13 17.6%
Engaging in mergers & acquisitions	20 9.2%	11 14.5%	3 4.3%	2 6.1%	4 10.5%	9 13.0%	6 8.8%	5 6.8%

b

a

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



**Topic 7: Managing Marketing**

**Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (Check all that apply)**

N=217	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
Building better customer-facing digital interfaces	132 60.8%	16 69.6% e	11 47.8% k	11 73.3% e	8 61.5%	0 0.0% aciK	2 50.0%	16 59.3%	12 52.2%	4 100.0% e	13 54.2%	17 81.0% bE	16 59.3%	6 60.0%
Transforming our go-to-market business models	122 56.2%	11 47.8%	13 56.5%	10 66.7%	7 53.8%	2 66.7%	2 50.0%	15 55.6%	14 60.9%	1 25.0%	14 58.3%	11 52.4%	18 66.7%	4 40.0%
Expanding into new offerings - i.e., products and services	91 41.9%	8 34.8% e	9 39.1%	9 60.0% fi	7 53.8%	3 100.0% afgik	0 0.0% ceh	8 29.6% e	13 56.5% fi	0 0.0% ceh	13 54.2%	6 28.6% e	11 40.7%	4 40.0%
Building partnerships	88 40.6%	6 26.1% jl	8 34.8%	5 33.3%	6 46.2%	0 0.0%	1 25.0%	10 37.0%	9 39.1%	3 75.0%	15 62.5% a	7 33.3%	15 55.6% a	3 30.0%
Investing in new automation technologies to improve virtual communication with customers	74 34.1%	13 56.5% B	4 17.4% A	4 26.7%	3 23.1%	0 0.0%	1 25.0%	11 40.7%	10 43.5%	2 50.0%	7 29.2%	8 38.1%	9 33.3%	2 20.0%

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



**Topic 7: Managing Marketing**

**Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (Check all that apply)**

N=217

	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
Improving our research and experimentation capabilities	64 29.5%	4 17.4%	7 30.4%	5 33.3%	6 46.2%	1 33.3%	2 50.0%	5 18.5%	6 26.1%	1 25.0%	9 37.5%	4 19.0%	11 40.7%	3 30.0%
Improving data integration to allow for end-to-end customer tracking	54 24.9%	6 26.1%	5 21.7%	6 40.0% j	2 15.4%	0 0.0%	0 0.0%	8 29.6%	7 30.4%	2 50.0% j	2 8.3% cik	8 38.1% j	7 25.9%	1 10.0%
Expanding into new geographies, segments	38 17.5%	1 4.3% bh	7 30.4% ag	4 26.7%	2 15.4%	0 0.0%	1 25.0%	2 7.4% bh	7 30.4% ag	0 0.0%	6 25.0%	3 14.3%	5 18.5%	0 0.0%
Engaging in mergers & acquisitions	20 9.2%	1 4.3%	3 13.0%	1 6.7%	2 15.4%	0 0.0%	0 0.0%	4 14.8%	3 13.0%	0 0.0%	1 4.2%	1 4.8%	3 11.1%	1 10.0%

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



**Topic 7: Managing Marketing**

**Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (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
Building better customer-facing digital interfaces	132 60.8%	30 48.4% e	14 63.6%	24 60.0%	10 66.7%	36 72.0% a	17 65.4%	28 49.1% d	25 56.8%	8 57.1%	15 75.0% a	13 65.0%	10 76.9%	32 66.7%
Transforming our go-to-market business models	122 56.2%	29 46.8% e	15 68.2%	20 50.0%	7 46.7%	33 66.0% a	17 65.4%	25 43.9% eg	25 56.8%	7 50.0%	10 50.0%	14 70.0% a	7 53.8%	33 68.8% a
Expanding into new offerings - i.e., products and services	91 41.9%	25 40.3%	9 40.9%	23 57.5%	5 33.3%	20 40.0%	9 34.6%	23 40.4%	17 38.6%	8 57.1%	7 35.0%	9 45.0%	8 61.5%	19 39.6%
Building partnerships	88 40.6%	38 61.3% BcEF	6 27.3% A	15 37.5% a	5 33.3%	18 36.0% A	5 19.2% A	36 63.2% BeG	15 34.1% A	5 35.7%	8 40.0%	6 30.0% a	7 53.8% g	11 22.9% Af
Investing in new automation technologies to improve virtual communication with customers	74 34.1%	16 25.8%	7 31.8%	13 32.5%	7 46.7%	21 42.0%	10 38.5%	16 28.1%	12 27.3%	2 14.3% efg	5 25.0%	10 50.0% c	7 53.8% c	21 43.8% c

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



**Topic 7: Managing Marketing**

**Considering marketing opportunities, what activities have you shifted resources to during the pandemic? (Check all that apply)**

N=217	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
Improving our research and experimentation capabilities	64 29.5%	16 25.8%	10 45.5% f	12 30.0%	7 46.7% f	15 30.0%	4 15.4% bd	13 22.8% bf	19 43.2% ag	6 42.9%	4 20.0%	4 20.0%	7 53.8% ag	10 20.8% bf
Improving data integration to allow for end-to-end customer tracking	54 24.9%	9 14.5% de	7 31.8%	11 27.5%	6 40.0% a	15 30.0% a	6 23.1%	7 12.3% CdE	9 20.5% e	6 42.9% A	7 35.0% a	10 50.0% Abg	4 30.8%	11 22.9% e
Expanding into new geographies, segments	38 17.5%	13 21.0%	2 9.1%	10 25.0%	1 6.7%	8 16.0%	4 15.4%	10 17.5%	10 22.7%	1 7.1%	5 25.0%	4 20.0%	3 23.1%	5 10.4%
Engaging in mergers & acquisitions	20 9.2%	3 4.8%	2 9.1%	3 7.5%	1 6.7%	7 14.0%	4 15.4%	3 5.3% f	3 6.8%	0 0.0%	3 15.0%	2 10.0%	3 23.1% a	6 12.5%

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



**Topic 7: Managing Marketing**

**How well did the marketing strategies used during the Covid-19 pandemic work to keep your company afloat in the short-term?**

	Total	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=Very Poorly	7 3.2%	0 0.0%	4 5.6%	0 0.0%	3 7.7%	2 2.9%	2 2.9%	2 2.6%
		bd	a		a			
2	5 2.3%	1 1.4%	2 2.8%	0 0.0%	2 5.1%	1 1.4%	0 0.0%	4 5.2%
3	11 5.0%	5 6.8%	4 5.6%	1 2.8%	1 2.6%	7 10.0%	1 1.5%	3 3.9%
						b	a	
4	47 21.4%	18 24.7%	14 19.4%	9 25.0%	6 15.4%	17 24.3%	17 25.0%	13 16.9%
5	58 26.4%	18 24.7%	20 27.8%	11 30.6%	9 23.1%	19 27.1%	20 29.4%	17 22.1%
6	53 24.1%	15 20.5%	15 20.8%	10 27.8%	13 33.3%	12 17.1%	16 23.5%	24 31.2%
7=Very effectively	39 17.7%	16 21.9%	13 18.1%	5 13.9%	5 12.8%	12 17.1%	12 17.6%	14 18.2%
Mean	5.09	5.22	4.96	5.25	4.92	4.91	5.19	5.17

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





**Topic 7: Managing Marketing**

**How well did the marketing strategies used during the Covid-19 pandemic work to keep your company afloat in the short-term?**

	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
1=Very Poorly	7 3.2%	1 4.8%	0 0.0% j	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% j	0 0.0% j	0 0.0%	5 20.0% bghkl	0 0.0% j	0 0.0% j	1 11.1%
2	5 2.3%	1 4.8%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% m	0 0.0% m	0 0.0%	0 0.0% m	0 0.0% m	1 3.6%	2 22.2% ghjk
3	11 5.0%	0 0.0%	2 8.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	2 8.3%	0 0.0%	2 8.0%	2 8.3%	1 3.6%	0 0.0%
4	47 21.4%	3 14.3%	7 30.4%	4 26.7%	4 28.6%	1 33.3%	2 50.0% km	6 24.0%	5 20.8%	1 20.0%	4 16.0%	2 8.3% f	8 28.6%	0 0.0% f
5	58 26.4%	6 28.6%	5 21.7%	6 40.0% j	2 14.3%	1 33.3%	1 25.0%	9 36.0%	6 25.0%	2 40.0%	3 12.0% cm	8 33.3%	5 17.9%	4 44.4% j
6	53 24.1%	6 28.6%	4 17.4%	4 26.7%	5 35.7%	1 33.3%	0 0.0%	3 12.0% k	5 20.8%	2 40.0%	6 24.0%	9 37.5% g	7 25.0%	1 11.1%
7=Very effectively	39 17.7%	4 19.0%	4 17.4%	1 6.7%	3 21.4%	0 0.0%	1 25.0%	5 20.0%	6 25.0%	0 0.0%	5 20.0%	3 12.5%	6 21.4%	1 11.1%
Mean	5.09	5.19	4.91	5.13	5.50	5.00	5.00	5.12	5.33	5.20	4.52	5.38 m	5.21	4.22 k

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



**Topic 7: Managing Marketing**

**How well did the marketing strategies used during the Covid-19 pandemic work to keep your company afloat in the short-term?**

	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
1=Very Poorly	7 3.2%	5 7.8% e	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	4 6.8%	1 2.2%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	1 2.2%
2	5 2.3%	3 4.7%	0 0.0%	0 0.0%	0 0.0%	2 3.8%	0 0.0%	3 5.1%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	1 2.2%
3	11 5.0%	6 9.4% e	1 4.3%	4 10.0% e	0 0.0%	0 0.0%	0 0.0%	6 10.2% g	3 6.7%	2 13.3% g	0 0.0%	0 0.0%	0 0.0%	0 0.0% ac
4	47 21.4%	20 31.3% c	4 17.4%	4 10.0% a	2 13.3%	10 18.9%	7 29.2%	15 25.4%	10 22.2%	3 20.0%	5 25.0%	2 10.0%	2 14.3%	10 21.7%
5	58 26.4%	14 21.9%	7 30.4%	13 32.5%	4 26.7%	16 30.2%	4 16.7%	13 22.0%	15 33.3%	4 26.7%	6 30.0%	5 25.0%	4 28.6%	11 23.9%
6	53 24.1%	8 12.5% de	6 26.1%	11 27.5%	6 40.0% a	16 30.2% a	6 25.0%	8 13.6% E	9 20.0% E	2 13.3% E	5 25.0% e	12 60.0% ABCdG	5 35.7%	11 23.9% E
7=Very effectively	39 17.7%	8 12.5%	4 17.4%	8 20.0%	3 20.0%	9 17.0%	6 25.0%	10 16.9%	7 15.6%	3 20.0%	4 20.0% e	0 0.0% cdgf	3 21.4% e	12 26.1% e
Mean	5.09	4.42 CDef	5.17	5.38 A	5.67 A	5.34 A	5.29 a	4.59 fg	5.07	4.80	5.40	5.35	5.64 a	5.39 a

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



**Topic 7: Managing Marketing**

**Taking your best guess, how well do you think the marketing strategies used during the Covid-19 pandemic will help your company survive in the long-term?**

	Total	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=Very Poorly	4 1.8%	0 0.0%	2 2.8%	0 0.0%	2 5.1%	1 1.4%	2 2.9%	1 1.3%
2	3 1.4%	0 0.0%	2 2.8%	0 0.0%	1 2.6%	1 1.4%	1 1.4%	1 1.3%
3	3 1.4%	0 0.0%	1 1.4%	2 5.4%	0 0.0%	2 2.8%	0 0.0%	1 1.3%
		c		a				
4	31 14.0%	8 10.8%	8 11.1%	9 24.3%	6 15.4%	10 14.1%	11 15.9%	9 11.7%
5	54 24.3%	18 24.3%	19 26.4%	10 27.0%	7 17.9%	14 19.7%	18 26.1%	22 28.6%
6	77 34.7%	29 39.2%	23 31.9%	11 29.7%	14 35.9%	24 33.8%	23 33.3%	27 35.1%
7=Very effectively	50 22.5%	19 25.7%	17 23.6%	5 13.5%	9 23.1%	19 26.8%	14 20.3%	16 20.8%
Mean	5.52	5.80 C	5.46	5.22 A	5.38	5.58	5.42	5.53

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



**Topic 7: Managing Marketing**

**Taking your best guess, how well do you think the marketing strategies used during the Covid-19 pandemic will help your company survive in the long-term?**

	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=Very Poorly	4 1.8%	1 4.8%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%
2	3 1.4%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	1 3.6%	0 0.0%
3	3 1.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.8%	0 0.0%	0 0.0%	1 4.0%	1 4.2%	0 0.0%	0 0.0%
4	31 14.0%	1 4.8% b	7 30.4% al	4 25.0%	1 7.1%	0 0.0%	0 0.0%	3 11.5%	3 12.5%	0 0.0%	6 24.0%	3 12.5%	2 7.1% b	1 11.1%
5	54 24.3%	3 14.3%	5 21.7%	7 43.8%	5 35.7%	1 33.3%	0 0.0%	7 26.9%	7 29.2%	2 40.0%	5 20.0%	5 20.8%	5 17.9%	2 22.2%
6	77 34.7%	9 42.9%	6 26.1%	4 25.0%	3 21.4%	2 66.7%	2 50.0%	9 34.6%	7 29.2%	3 60.0%	5 20.0% k	12 50.0% j	11 39.3%	4 44.4%
7=Very effectively	50 22.5%	6 28.6%	4 17.4%	1 6.3% f	5 35.7%	0 0.0%	2 50.0% c	5 19.2%	7 29.2%	0 0.0%	6 24.0%	3 12.5%	9 32.1%	2 22.2%
Mean	5.52	5.62	5.13	5.13 dFl	5.86 c	5.67	6.50 Ci	5.38	5.75	5.60 f	5.08	5.54	5.86 c	5.78

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



**Topic 7: Managing Marketing**

**Taking your best guess, how well do you think the marketing strategies used during the Covid-19 pandemic will help your company survive in the long-term?**

	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
1=Very Poorly	4 1.8%	2 3.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 7.7%	2 3.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.2%
2	3 1.4%	1 1.5%	0 0.0%	1 2.5%	0 0.0%	1 1.9%	0 0.0%	1 1.7%	1 2.2%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%
3	3 1.4%	2 3.1%	0 0.0%	1 2.5%	0 0.0%	0 0.0%	0 0.0%	1 1.7%	1 2.2%	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
4	31 14.0%	14 21.5%	3 13.0%	2 5.0%	1 6.7%	7 13.5%	4 15.4%	11 18.3%	6 13.3%	1 6.7%	1 5.0%	2 10.0%	2 15.4%	8 16.7%
5	54 24.3%	19 29.2%	3 13.0%	10 25.0%	5 33.3%	10 19.2%	7 26.9%	18 30.0%	9 20.0%	4 26.7%	7 35.0%	4 20.0%	1 7.7%	11 22.9%
6	77 34.7%	18 27.7%	11 47.8%	14 35.0%	4 26.7%	25 48.1%	5 19.2%	16 26.7%	16 35.6%	5 33.3%	8 40.0%	11 55.0%	5 38.5%	16 33.3%
7=Very effectively	50 22.5%	9 13.8%	6 26.1%	12 30.0%	5 33.3%	9 17.3%	8 30.8%	11 18.3%	12 26.7%	4 26.7%	3 15.0%	3 15.0%	5 38.5%	11 22.9%
Mean	5.52	5.11 bcde	5.87 a	5.78 a	5.87 a	5.63 a	5.35	5.23	5.64	5.67	5.50	5.75	6.00	5.46

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



**Topic 7: Managing Marketing**

**Taking your best guess, to what degree do you think the marketing strategies used during the Covid-19 pandemic will be important opportunities for your company in the long-term?**

	Total	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	4 1.8%	0 0.0%	3 4.2%	0 0.0%	1 2.6%	1 1.4%	2 3.0%	1 1.3%
2	2 0.9%	0 0.0%	0 0.0%	0 0.0%	2 5.3%	0 0.0%	2 3.0%	0 0.0%
3	6 2.8%	2 2.8%	3 4.2%	1 2.8%	0 0.0%	3 4.3%	1 1.5%	2 2.6%
4	21 9.6%	4 5.6%	6 8.3%	6 16.7%	5 13.2%	5 7.2%	7 10.4%	8 10.4%
5	49 22.5%	15 20.8%	16 22.2%	11 30.6%	7 18.4%	20 29.0%	13 19.4%	15 19.5%
6	77 35.3%	28 38.9%	20 27.8%	12 33.3%	17 44.7%	23 33.3%	21 31.3%	33 42.9%
7=A great deal	59 27.1%	23 31.9%	24 33.3%	6 16.7%	6 15.8%	17 24.6%	21 31.3%	18 23.4%
Mean	5.64	5.92 cd	5.61	5.44 a	5.37 a	5.61	5.60	5.69

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



**Topic 7: Managing Marketing**

**Taking your best guess, to what degree do you think the marketing strategies used during the Covid-19 pandemic will be important opportunities for your company in the long-term?**

	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	4 1.8%	2 9.5%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%
2	2 0.9%	0 0.0%	1 4.5%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3	6 2.8%	0 0.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 8.0%	1 4.3%	1 3.6%	1 11.1%
4	21 9.6%	1 4.8%	2 9.1%	2 13.3%	1 7.1%	0 0.0%	0 0.0%	4 15.4%	1 4.3%	0 0.0%	3 12.0%	3 13.0%	3 10.7%	1 11.1%
5	49 22.5%	3 14.3%	7 31.8%	3 20.0%	3 21.4%	0 0.0%	1 25.0%	8 30.8%	8 34.8%	1 20.0%	4 16.0%	6 26.1%	3 10.7%	2 22.2%
6	77 35.3%	9 42.9%	5 22.7% cei	10 66.7% bgHjm	4 28.6% e	3 100.0% bdgHjm	1 25.0%	7 26.9% cei	4 17.4% CEI	4 80.0% bgHj	7 28.0% cei	9 39.1%	12 42.9%	2 22.2% ce
7=A great deal	59 27.1%	6 28.6% c	5 22.7% adfgHjlm	0 0.0% c	5 35.7% c	0 0.0%	2 50.0% c	7 26.9% c	10 43.5% C	0 0.0%	8 32.0% c	4 17.4%	9 32.1% c	3 33.3% c
Mean	5.64	5.57	5.18 h	5.53	5.71	6.00	6.25	5.65	6.00 b	5.80	5.48	5.52	5.89	5.56

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



**Topic 7: Managing Marketing**

**Taking your best guess, to what degree do you think the marketing strategies used during the Covid-19 pandemic will be important opportunities for your company in the long-term?**

	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
1=Not at all	4 1.8%	2 3.1%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	1 4.2%	2 3.3%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	1 2.2%
2	2 0.9%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.2%
3	6 2.8%	3 4.6%	0 0.0%	0 0.0%	2 13.3%	0 0.0%	1 4.2%	3 5.0%	0 0.0%	0 0.0%	1 5.0%	1 5.0%	0 0.0%	1 2.2%
4	21 9.6%	8 12.3%	2 8.7%	5 13.2%	0 0.0%	3 5.8%	3 12.5%	7 11.7%	6 13.6%	1 7.1%	1 5.0%	0 0.0%	2 15.4%	4 8.7%
5	49 22.5%	17 26.2%	5 21.7%	8 21.1%	3 20.0%	12 23.1%	4 16.7%	14 23.3%	9 20.5%	5 35.7%	7 35.0%	3 15.0%	0 0.0%	11 23.9%
6	77 35.3%	19 29.2%	9 39.1%	13 34.2%	6 40.0%	22 42.3%	8 33.3%	16 26.7%	17 38.6%	4 28.6%	7 35.0%	10 50.0%	5 38.5%	17 37.0%
7=A great deal	59 27.1%	16 24.6%	6 26.1%	12 31.6%	4 26.7%	14 26.9%	6 25.0%	18 30.0%	11 25.0%	4 28.6%	3 15.0%	6 30.0%	6 46.2%	11 23.9%
Mean	5.64	5.45	5.70	5.84	5.67	5.83	5.33	5.52	5.68	5.79	5.30	6.00	6.15	5.57

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





**Topic 7: Managing Marketing**

**How much time do you spend managing the present versus preparing for the future of marketing in your company?**

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Managing the present	223 63.48 19.83	74 61.22 18.72 c	72 65.06 19.51	38 69.21 16.95 ad	39 59.31 23.82 c	72 64.43 18.98	69 63.67 18.88	77 62.99 21.19
Preparing for the future	223 36.52 19.83	74 38.78 18.72 c	72 34.94 19.51	38 30.79 16.95 ad	39 40.69 23.82 c	72 35.57 18.98	69 36.33 18.88	77 37.01 21.19

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



**Topic 7: Managing Marketing**

**How much time do you spend managing the present versus preparing for the future of marketing in your company?**

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	
Managing the present	223	22	23	17	14	3	4	25	24	5	25	24	28	9
	63.48	64.00	60.87	67.35	62.14	80.00	58.75	59.60	61.46	63.00	68.36	70.83	60.71	52.22
	19.83	18.90	22.29	18.88	21.28	8.66	10.31	24.11	14.18	17.18	20.81	14.65	20.31	26.23
						fh	e		ek			hlm	k	k
Preparing for the future	223	22	23	17	14	3	4	25	24	5	25	24	28	9
	36.52	36.00	39.13	32.65	37.86	20.00	41.25	40.40	38.54	37.00	31.64	29.17	39.29	47.78
	19.83	18.90	22.29	18.88	21.28	8.66	10.31	24.11	14.18	17.18	20.81	14.65	20.31	26.23
						fh	e		ek			hlm	k	k

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



**Topic 7: Managing Marketing**

**How much time do you spend managing the present versus preparing for the future of marketing in your company?**

Number Mean SD	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
Managing the present	223	65	23	40	15	52	27	59	46	15	20	20	13	49
	63.48	62.80	57.61	66.88	67.67	62.88	63.33	60.41	61.91	68.67	71.00	66.75	60.38	63.37
	19.83	22.76	20.11	19.37	16.13	18.69	16.76	23.31	20.65	19.50	11.88	16.96	22.12	17.48
Preparing for the future	223	65	23	40	15	52	27	59	46	15	20	20	13	49
	36.52	37.20	42.39	33.13	32.33	37.12	36.67	39.59	38.09	31.33	29.00	33.25	39.62	36.63
	19.83	22.76	20.11	19.37	16.13	18.69	16.76	23.31	20.65	19.50	11.88	16.96	22.12	17.48

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



**Topic 7: Managing Marketing**

**How much marketing effort has been focused on "building and managing the funnel" versus "non-funnel related" marketing activities during the pandemic?**

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Funnel	217 58.68 27.63	70 58.71 23.95	72 55.14 30.86	36 63.81 27.03	39 60.41 28.18	70 54.00 29.96	68 58.57 25.30	74 64.73 26.16
						c		a
Non-funnel	217 41.32 27.63	70 41.29 23.95	72 44.86 30.86	36 36.19 27.03	39 39.59 28.18	70 46.00 29.96	68 41.43 25.30	74 35.27 26.16
						c		a

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



**Topic 7: Managing Marketing**

**How much marketing effort has been focused on "building and managing the funnel" versus "non-funnel related" marketing activities during the pandemic?**

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
Funnel	217 58.68 27.63	22 54.59 30.60	23 48.91 28.96	17 60.41 27.72	13 55.77 34.75	3 63.33 20.82	4 62.50 20.62	24 64.17 25.78	22 57.05 26.80	5 52.00 27.75	25 61.00 32.91	22 63.64 20.71	28 64.29 23.60	9 48.33 31.62
			l										b	
Non-funnel	217 41.32 27.63	22 45.41 30.60	23 51.09 28.96	17 39.59 27.72	13 44.23 34.75	3 36.67 20.82	4 37.50 20.62	24 35.83 25.78	22 42.95 26.80	5 48.00 27.75	25 39.00 32.91	22 36.36 20.71	28 35.71 23.60	9 51.67 31.62
			l										b	

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



**Topic 7: Managing Marketing**

**How much marketing effort has been focused on "building and managing the funnel" versus "non-funnel related" marketing activities during the pandemic?**

Number	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+
Mean		A	B	C	D	E	F	A	B	C	D	E	F	G
SD														
Funnel	217	63	23	38	15	51	26	57	44	15	20	20	13	47
	58.68	54.94	57.39	60.53	61.00	57.35	65.85	56.67	58.20	61.00	59.00	57.50	55.77	62.17
	27.63	31.74	28.68	29.61	24.73	24.50	19.06	32.37	27.39	33.39	24.95	26.48	30.95	21.16
Non-funnel	217	63	23	38	15	51	26	57	44	15	20	20	13	47
	41.32	45.06	42.61	39.47	39.00	42.65	34.15	43.33	41.80	39.00	41.00	42.50	44.23	37.83
	27.63	31.74	28.68	29.61	24.73	24.50	19.06	32.37	27.39	33.39	24.95	26.48	30.95	21.16

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



**Topic 8: Marketing Leadership**

**How has the role of marketing in your company changed during the Covid-19 pandemic?**

	Total	Primary Economic Sector				Internet Sales %		
		B2B	B2B	B2C	B2C	0%	1-10%	>10%
		Product A	Services B	Product C	Services D	A	B	C
Increased in importance	101 62.3%	37 62.7%	39 72.2% d	13 56.5%	12 46.2% b	38 66.7%	31 62.0%	32 61.5%
Decreased in importance	18 11.1%	7 11.9%	2 3.7% cd	4 17.4% b	5 19.2% b	4 7.0%	6 12.0%	7 13.5%
No change	43 26.5%	15 25.4%	13 24.1%	6 26.1%	9 34.6%	15 26.3%	13 26.0%	13 25.0%

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



**Topic 8: Marketing Leadership**

**How has the role of marketing in your company changed during the Covid-19 pandemic?**

	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
Increased in importance	101 62.3%	7 50.0%	13 68.4%	5 45.5%	7 58.3%	2 66.7%	2 100.0%	13 72.2%	13 68.4%	2 66.7%	14 66.7%	6 54.5%	13 56.5%	4 66.7%
Decreased in importance	18 11.1%	2 14.3%	2 10.5%	1 9.1%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	1 33.3%	1 4.8%	2 18.2%	5 21.7%	1 16.7%
No change	43 26.5%	5 35.7%	4 21.1%	5 45.5%	3 25.0%	1 33.3%	0 0.0%	5 27.8%	5 26.3%	0 0.0%	6 28.6%	3 27.3%	5 21.7%	1 16.7%

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





**Topic 8: Marketing Leadership**

**How has the role of marketing in your company changed during the Covid-19 pandemic?**

	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
Increased in importance	101 62.3%	33 60.0% d	10 55.6% d	23 69.7%	10 100.0% abeF	20 58.8% d	5 41.7% D	30 62.5%	21 58.3%	9 64.3%	9 81.8%	12 70.6%	7 63.6%	13 52.0%
Decreased in importance	18 11.1%	7 12.7%	3 16.7%	3 9.1%	0 0.0%	5 14.7%	0 0.0%	5 10.4%	4 11.1%	2 14.3%	0 0.0%	1 5.9%	3 27.3%	3 12.0%
No change	43 26.5%	15 27.3% f	5 27.8%	7 21.2% f	0 0.0% F	9 26.5%	7 58.3% acD	13 27.1%	11 30.6%	3 21.4%	2 18.2%	4 23.5%	1 9.1%	9 36.0%

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



**Topic 8: Marketing Leadership**

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

	Total	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	31 18.9%	11 18.3%	8 14.5%	4 17.4%	8 30.8%	6 10.5%	11 22.0%	13 24.5%
No	133 81.1%	49 81.7%	47 85.5%	19 82.6%	18 69.2%	51 89.5%	39 78.0%	40 75.5%

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



**Topic 8: 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	31 18.9%	5 35.7% h	4 21.1%	1 8.3%	2 16.7%	1 33.3%	0 0.0%	3 16.7%	1 5.3% al	0 0.0%	2 9.5%	2 18.2%	8 34.8% h	2 28.6%	
No	133 81.1%	9 64.3% h	15 78.9%	11 91.7%	10 83.3%	2 66.7%	2 100.0%	15 83.3%	18 94.7% al	3 100.0%	19 90.5%	9 81.8%	15 65.2% h	5 71.4%	

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



**Topic 8: Marketing Leadership**

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

	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
Yes	31 18.9%	13 23.6% e	4 22.2%	6 18.2%	2 18.2%	2 5.9% af	4 33.3% e	10 20.8%	9 25.0%	1 7.1%	2 18.2%	3 16.7%	1 9.1%	5 19.2%
No	133 81.1%	42 76.4% e	14 77.8%	27 81.8%	9 81.8%	32 94.1% af	8 66.7% e	38 79.2%	27 75.0%	13 92.9%	9 81.8%	15 83.3%	10 90.9%	21 80.8%

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



**Topic 8: Marketing Leadership**

**Rate your agreement with the following statements relative to the Covid-19 pandemic. Using our brand to take a stand on politically-charged issues. (Check all that apply)**

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
<u>Has a positive effect on my company’s ability to stand out in the marketplace</u>								
Agree	27 90.0%	10 100.0%	6 75.0%	4 100.0%	7 87.5%	6 100.0%	10 90.9%	11 91.7%
Disagree	3 10.0%	0 0.0%	2 25.0%	0 0.0%	1 12.5%	0 0.0%	1 9.1%	1 8.3%
<u>Has a positive effect on my company’s ability to attract and retain customers/partners</u>								
Agree	25 83.3%	10 100.0% b	5 62.5% a	4 100.0%	6 75.0%	6 100.0%	9 81.8%	10 83.3%
Disagree	5 16.7%	0 0.0% b	3 37.5% a	0 0.0%	2 25.0%	0 0.0%	2 18.2%	2 16.7%
<u>Shows my company cares about more than making profits</u>								
Agree	27 90.0%	9 90.0%	7 87.5%	3 75.0%	8 100.0%	6 100.0%	9 81.8%	11 91.7%
Disagree	3 10.0%	1 10.0%	1 12.5%	1 25.0%	0 0.0%	0 0.0%	2 18.2%	1 8.3%

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



**Topic 8: Marketing Leadership**

**Rate your agreement with the following statements relative to the Covid-19 pandemic. Using our brand to take a stand on politically-charged issues. (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	
<u>Has a positive effect on my company's ability to stand out in the marketplace</u>															
Agree	27 90.0%	4 80.0%	4 100.0%	1 100.0%	2 100.0%	1 100.0%	0 0.0%	3 100.0%	1 100.0%	0 0.0%	1 50.0%	2 100.0%	7 100.0%	1 50.0%	
Disagree	3 10.0%	1 20.0%	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 50.0%	0 0.0%	0 0.0%	1 50.0%	
<u>Has a positive effect on my company's ability to attract and retain customers/partners</u>															
Agree	25 83.3%	4 80.0%	4 100.0%	1 100.0%	2 100.0%	1 100.0%	0 0.0%	3 100.0%	1 100.0%	0 0.0%	1 50.0%	2 100.0%	5 71.4%	1 50.0%	
Disagree	5 16.7%	1 20.0%	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 50.0%	0 0.0%	2 28.6%	1 50.0%	
<u>Shows my company cares about more than making profits</u>															
Agree	27 90.0%	5 100.0%	4 100.0%	0 0.0%	2 100.0%	1 100.0%	0 0.0%	3 100.0%	1 100.0%	0 0.0%	1 50.0%	2 100.0%	6 85.7%	2 100.0%	
Disagree	3 10.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 14.3%	0 0.0%	

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



**Topic 8: Marketing Leadership**

**Rate your agreement with the following statements relative to the Covid-19 pandemic. Using our brand to take a stand on politically-charged issues. (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
<u>Has a positive effect on my company’s ability to stand out in the marketplace</u>														
Agree	27 90.0%	12 92.3%	2 66.7%	5 83.3%	2 100.0%	2 100.0%	4 100.0%	9 90.0%	7 87.5%	0 0.0%	2 100.0%	3 100.0%	1 100.0%	5 100.0%
Disagree	3 10.0%	1 7.7%	1 33.3%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 10.0%	1 12.5%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
<u>Has a positive effect on my company’s ability to attract and retain customers/partners</u>														
Agree	25 83.3%	12 92.3%	2 66.7%	4 66.7%	2 100.0%	2 100.0%	3 75.0%	9 90.0%	6 75.0%	0 0.0%	2 100.0%	3 100.0%	1 100.0%	4 80.0%
Disagree	5 16.7%	1 7.7%	1 33.3%	2 33.3%	0 0.0%	0 0.0%	1 25.0%	1 10.0%	2 25.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%
<u>Shows my company cares about more than making profits</u>														
Agree	27 90.0%	11 84.6%	3 100.0%	6 100.0%	2 100.0%	2 100.0%	3 75.0%	8 80.0%	8 100.0%	1 100.0%	2 100.0%	3 100.0%	1 100.0%	4 80.0%
Disagree	3 10.0%	2 15.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	2 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 20.0%

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



## Topic 8: 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	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 marketing promotions	65 58.0%	18 48.6%	24 63.2%	9 47.4%	14 77.8%	22 59.5%	17 43.6%	25 71.4%
		d			a		c	b
Changing products and/or services	59 52.7%	18 48.6%	18 47.4%	12 63.2%	11 61.1%	18 48.6%	25 64.1%	16 45.7%
Changing partners	40 35.7%	16 43.2%	8 21.1%	10 52.6%	6 33.3%	13 35.1%	11 28.2%	16 45.7%
		b	ac	b				
Changing distribution	32 28.6%	12 32.4%	7 18.4%	8 42.1%	5 27.8%	10 27.0%	10 25.6%	11 31.4%
Changing market selection	31 27.7%	10 27.0%	12 31.6%	5 26.3%	4 22.2%	11 29.7%	10 25.6%	9 25.7%
Changing brand	12 10.7%	4 10.8%	4 10.5%	3 15.8%	1 5.6%	6 16.2%	4 10.3%	2 5.7%

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





**Topic 8: 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 marketing promotions	65 58.0%	4 40.0%	9 60.0%	3 27.3%	4 80.0%	0 0.0%	1 100.0%	8 61.5%	3 27.3%	1 50.0%	12 75.0%	6 66.7%	8 66.7%	6 100.0%
Changing products and/or services	59 52.7%	5 50.0%	9 60.0%	10 90.9%	4 80.0%	1 100.0%	0 0.0%	4 30.8%	6 54.5%	1 50.0%	7 43.8%	3 33.3%	5 41.7%	4 66.7%
Changing partners	40 35.7%	4 40.0%	9 60.0%	4 36.4%	1 20.0%	0 0.0%	0 0.0%	1 7.7%	5 45.5%	0 0.0%	5 31.3%	3 33.3%	5 41.7%	3 50.0%
Changing distribution	32 28.6%	3 30.0%	3 20.0%	3 27.3%	1 20.0%	1 100.0%	1 100.0%	3 23.1%	5 45.5%	0 0.0%	3 18.8%	3 33.3%	4 33.3%	2 33.3%
Changing market selection	31 27.7%	3 30.0%	5 33.3%	2 18.2%	1 20.0%	0 0.0%	0 0.0%	2 15.4%	2 18.2%	0 0.0%	6 37.5%	2 22.2%	6 50.0%	2 33.3%
Changing brand	12 10.7%	2 20.0%	2 13.3%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 6.3%	0 0.0%	3 25.0%	1 16.7%

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



**Topic 8: 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	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
Changing marketing promotions	65 58.0%	17 50.0%	4 44.4%	12 54.5%	6 75.0%	21 72.4%	4 44.4%	17 51.5% d	8 47.1% d	5 55.6%	9 90.0% ab	8 57.1%	5 55.6%	13 65.0%
Changing products and/or services	59 52.7%	19 55.9%	2 22.2%	13 59.1%	5 62.5%	14 48.3%	6 66.7%	18 54.5%	6 35.3%	3 33.3%	4 40.0%	10 71.4%	6 66.7%	12 60.0%
Changing partners	40 35.7%	15 44.1%	3 33.3%	7 31.8%	2 25.0%	8 27.6%	5 55.6%	15 45.5%	5 29.4%	4 44.4%	2 20.0%	4 28.6%	2 22.2%	8 40.0%
Changing distribution	32 28.6%	5 14.7% bf	5 55.6% a	8 36.4%	2 25.0%	6 20.7%	5 55.6% a	6 18.2% C	3 17.6% C	7 77.8% ABEg	3 30.0%	2 14.3% C	4 44.4%	7 35.0% c
Changing market selection	31 27.7%	10 29.4%	1 11.1%	9 40.9%	4 50.0%	5 17.2%	1 11.1%	9 27.3%	5 29.4%	3 33.3%	3 30.0%	4 28.6%	4 44.4%	3 15.0%
Changing brand	12 10.7%	3 8.8%	0 0.0%	3 13.6%	1 12.5%	4 13.8%	1 11.1%	3 9.1%	1 5.9%	2 22.2%	3 30.0% e	0 0.0% d	2 22.2%	1 5.0%

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



**Topic 8: Marketing Leadership**

**Rate your agreement with the following statements relative to the Covid-19 pandemic and your company’s sustainability efforts: (1=Not at all - 7=Very Highly)**

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

Covid-19 makes sustainability efforts seem like a luxury in my company

N	155	57	52	20	26	53	49	49
Mean	3.19	2.88	2.79	3.75	4.27	2.62	3.27	3.49
SD	1.94	1.87	1.80	1.86	2.03	1.86	1.82	1.93
		D	cD	b	AB	c		a

Covid-19 heightened my company’s awareness of the need for sustainability efforts

N	155	58	51	20	26	53	50	49
Mean	3.16	2.90	3.51	3.35	2.92	2.79	3.52	3.29
SD	1.85	1.80	1.86	1.95	1.85	1.89	1.96	1.66

Covid-19-related strategy changes created opportunities to increase sustainability efforts in my company

N	153	56	51	20	26	52	49	49
Mean	3.34	3.29	3.57	3.40	2.96	3.02	3.63	3.45
SD	1.91	1.90	1.90	1.96	1.95	1.96	1.93	1.85

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



**Topic 8: Marketing Leadership**

**Rate your agreement with the following statements relative to the Covid-19 pandemic and your company’s sustainability efforts: (1=Not at all - 7=Very Highly)**

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	

Covid-19 makes sustainability efforts seem like a luxury in my company

N	155	14	18	11	10	3	2	17	18	3	19	11	22	7
Mean	3.19	3.14	3.28	2.64	4.70	3.33	3.00	2.94	3.28	2.00	2.68	4.00	2.77	4.14
SD	1.94	1.61	2.05	1.69	2.21	2.08	2.83	1.78	1.96	1.00	2.11	1.67	1.90	2.19
				d	cgil				d		d		d	

Covid-19 heightened my company’s awareness of the need for sustainability efforts

N	155	14	19	11	10	3	2	17	19	3	18	11	22	6
Mean	3.16	3.29	3.37	3.45	2.80	2.33	4.50	3.59	2.79	4.67	3.39	3.91	2.41	2.17
SD	1.85	1.44	1.80	2.21	1.99	2.31	0.71	1.94	1.51	0.58	2.28	1.70	1.89	1.17
							m		i	hm		lm	k	fik

Covid-19-related strategy changes created opportunities to increase sustainability efforts in my company

N	153	14	18	11	10	3	2	17	19	3	19	11	20	6
Mean	3.34	4.29	3.11	3.82	3.10	2.67	2.50	3.41	3.11	4.33	3.68	3.82	2.60	2.50
SD	1.91	1.44	1.64	2.27	2.18	2.89	2.12	1.91	1.70	0.58	2.19	1.60	2.06	1.97
		bhlm	a						a				a	a

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



**Topic 8: Marketing Leadership**

**Rate your agreement with the following statements relative to the Covid-19 pandemic and your company’s sustainability efforts: (1=Not at all - 7=Very Highly)**

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

Covid-19 makes sustainability efforts seem like a luxury in my company

N	155	50	17	32	11	33	11	45	33	14	10	18	11	24
Mean	3.19	2.74	3.06	3.84	2.55	3.30	3.64	2.76	3.48	3.50	3.70	2.89	2.91	3.58
SD	1.94	1.85	2.05	2.08	1.81	1.88	1.63	1.85	1.92	2.28	1.83	1.88	2.26	1.89
		c		a										

Covid-19 heightened my company’s awareness of the need for sustainability efforts

N	155	50	17	32	11	33	12	45	33	14	10	18	11	24
Mean	3.16	3.24	2.82	3.06	3.18	3.15	3.58	3.49	2.61	3.29	4.10	2.83	2.82	3.25
SD	1.85	2.16	1.81	1.81	1.47	1.56	1.93	2.13	1.75	1.94	1.85	1.15	1.78	1.75
									d		be	d		

Covid-19-related strategy changes created opportunities to increase sustainability efforts in my company

N	153	49	17	32	10	33	12	45	32	14	10	17	11	24
Mean	3.34	3.39	3.29	2.91	4.10	3.30	3.83	3.51	2.56	3.71	4.20	3.12	3.55	3.54
SD	1.91	2.06	2.14	1.82	1.91	1.70	1.75	2.08	1.90	2.05	1.55	1.41	2.02	1.74
								b	ad		b			

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



## Topic 9: Managing Growth in Uncertain Times

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
Growth from your firm internally	152	54	51	21	26	52	47	50
	68.66	72.96	66.25	71.43	62.23	63.42	69.66	71.70
	30.74	28.56	31.55	27.21	35.97	29.73	33.67	29.08
Growth from partnerships	152	54	51	21	26	52	47	50
	16.83	14.35	19.04	9.76	23.35	18.98	15.66	16.30
	22.14	18.68	23.05	13.92	29.89	20.59	22.93	23.60
Growth from acquisitions	152	54	51	21	26	52	47	50
	9.05	9.44	8.82	9.76	8.08	12.21	9.47	5.90
	16.27	15.71	15.99	20.89	14.63	20.01	16.02	11.50
Growth from licensing arrangements	152	54	51	21	26	52	47	50
	5.46	3.24	5.88	9.05	6.35	5.38	5.21	6.10
	13.61	6.38	15.06	13.66	20.18	13.39	10.48	16.70
		c		a				

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



**Topic 9: Managing Growth in Uncertain Times**

**Allocate 100 points to reflect how your firm will grow during the next 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	
Growth from your firm internally	152 68.66 30.74	12 57.33 38.36	19 76.58 28.97	11 79.09 14.63	11 67.27 39.01	2 60.00 28.28	2 65.00 35.36	15 57.33 32.45	18 71.67 32.94	3 80.00 17.32	20 68.70 30.54	11 75.00 33.24	22 68.64 24.26	6 55.83 42.48
Growth from partnerships	152 16.83 22.14	12 25.17 34.42	19 15.26 22.82	11 9.55 12.34	11 12.73 21.95	2 15.00 21.21	2 12.50 10.61	15 25.33 32.76	18 16.39 22.15	3 8.33 10.41	20 20.05 18.78	11 8.18 11.24	22 19.77 19.24	6 6.67 10.33
Growth from acquisitions	152 9.05 16.27	12 15.83 26.78	19 3.68 7.97	11 7.73 9.58	11 5.45 15.08	2 20.00 0.00	2 10.00 14.14	15 13.33 19.79	18 10.83 16.56	3 10.00 10.00	20 7.50 15.43	11 6.82 11.68	22 7.50 15.02	6 15.83 29.40
Growth from licensing arrangements	152 5.46 13.61	12 1.67 3.89	19 4.47 8.15	11 3.64 7.10	11 14.55 32.05	2 5.00 7.07	2 12.50 10.61	15 4.00 6.87	18 1.11 3.23	3 1.67 2.89	20 3.75 11.34	11 10.00 13.04	22 4.09 7.01	6 21.67 34.88

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



**Topic 9: Managing Growth in Uncertain Times**

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

Number Mean SD	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
Growth from your firm internally	152	49	17	31	11	33	11	45	31	14	11	18	10	23
	68.66	74.33	63.53	60.81	73.64	66.36	75.45	70.16	68.71	63.57	60.00	69.44	66.00	73.48
	30.74	29.97	34.27	31.25	24.30	31.70	29.19	33.39	28.63	32.61	33.02	28.17	31.78	30.02
Growth from partnerships	152	49	17	31	11	33	11	45	31	14	11	18	10	23
	16.83	16.69	20.29	20.97	11.36	14.24	13.64	19.18	16.94	16.07	26.36	14.17	15.50	10.65
	22.14	21.48	26.84	27.09	14.85	16.49	24.50	24.81	21.63	22.89	27.85	14.98	19.78	19.90
Growth from acquisitions	152	49	17	31	11	33	11	45	31	14	11	18	10	23
	9.05	2.55	12.35	13.06	10.91	12.73	8.64	4.44	9.35	13.93	10.00	12.50	16.00	8.48
	16.27	8.96	17.42	20.92	13.75	18.29	15.18	12.07	16.62	24.51	17.89	16.20	22.58	12.10
		BCdE	A	A	a	A		ef				a	a	
Growth from licensing arrangements	152	49	17	31	11	33	11	45	31	14	11	18	10	23
	5.46	6.43	3.82	5.16	4.09	6.67	2.27	6.22	5.00	6.43	3.64	3.89	2.50	7.39
	13.61	17.56	8.39	8.21	6.64	16.80	5.18	17.26	10.72	10.64	6.74	6.76	4.25	19.36

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





**Topic 9: Managing Growth in Uncertain Times**

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

	Total	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								
Mean								
SD								
% of marketing budget	154	54	52	22	26	53	47	51
	84.77	83.37	85.20	81.93	89.24	86.39	83.31	84.91
	21.00	20.47	22.08	22.66	18.81	20.21	21.39	21.87

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



**Topic 9: Managing Growth in Uncertain Times**

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

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
% of marketing budget	154	12	19	12	11	3	2	15	18	3	20	11	22	6
	84.77	84.71	81.70	76.21	96.82	92.67	95.00	88.28	89.12	86.67	85.46	90.02	76.60	77.54
	21.00	27.11	21.04	25.71	5.60	11.02	7.07	20.76	16.89	23.09	21.71	20.30	22.04	23.09
			d	d	bcLm								D	d

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



**Topic 9: Managing Growth in Uncertain Times**

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

Number Mean SD	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
% of marketing budget	154	52	17	31	11	33	10	45	33	14	11	18	11	22
	84.77	88.94	88.71	81.15	85.11	82.36	75.22	88.39	85.91	79.32	88.66	83.58	76.77	82.15
	21.00	20.04	14.11	22.50	23.00	21.57	25.41	21.24	16.81	22.62	21.86	23.63	24.14	21.56

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



## Topic 9: Managing Growth in Uncertain Times

### Has the percentage of marketing budget spent on domestic markets changed in the wake of the Covid-19 pandemic?

	Total	Primary Economic Sector				Internet Sales %		
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	>10%
		A	B	C	D	A	B	C
Increased	23 14.6%	8 14.0%	10 19.2%	3 13.6%	2 7.7%	9 16.1%	6 12.8%	7 13.7%
Decreased	28 17.8%	12 21.1%	8 15.4%	4 18.2%	4 15.4%	11 19.6%	9 19.1%	8 15.7%
No change	106 67.5%	37 64.9%	34 65.4%	15 68.2%	20 76.9%	36 64.3%	32 68.1%	36 70.6%

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



**Topic 9: Managing Growth in Uncertain Times**

**Has the percentage of marketing budget spent on domestic markets changed in the wake of the Covid-19 pandemic?**

	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
Increased	23 14.6%	2 15.4%	2 10.5%	0 0.0%	1 8.3%	1 33.3%	0 0.0%	2 11.8%	3 16.7%	0 0.0%	4 20.0%	1 10.0%	5 22.7%	2 33.3%
Decreased	28 17.8%	1 7.7%	5 26.3%	1 8.3%	2 16.7%	0 0.0%	0 0.0%	4 23.5%	3 16.7%	1 33.3%	3 15.0%	3 30.0%	4 18.2%	1 16.7%
No change	106 67.5%	10 76.9%	12 63.2%	11 91.7%	9 75.0%	2 66.7%	2 100.0%	11 64.7%	12 66.7%	2 66.7%	13 65.0%	6 60.0%	13 59.1%	3 50.0%

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



**Topic 9: Managing Growth in Uncertain Times**

**Has the percentage of marketing budget spent on domestic markets changed in the wake of the Covid-19 pandemic?**

	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
Increased	23 14.6%	6 11.1%	4 25.0%	6 19.4%	1 9.1%	5 14.7%	1 9.1%	5 10.6%	8 24.2%	1 7.7%	0 0.0%	4 22.2%	3 27.3%	2 8.3%
Decreased	28 17.8%	7 13.0%	2 12.5%	5 16.1%	4 36.4%	8 23.5%	2 18.2%	6 12.8% D	4 12.1% D	3 23.1%	6 54.5% ABF	4 22.2%	0 0.0% D	5 20.8%
No change	106 67.5%	41 75.9%	10 62.5%	20 64.5%	6 54.5%	21 61.8%	8 72.7%	36 76.6% d	21 63.6%	9 69.2%	5 45.5% a	10 55.6%	8 72.7%	17 70.8%

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



**Topic 9: Managing Growth in Uncertain Times**

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

Number Mean SD	Total	Primary Economic Sector				Internet Sales %		
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	>10% C
	Current?	152	54	51	21	26	52	46
	2.20	1.70	2.86	4.14	0.38	1.71	1.87	3.10
	6.50	3.81	8.87	8.54	1.10	5.42	3.92	9.09
				d	c			

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



**Topic 9: Managing Growth in Uncertain Times**

**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	
Current?	152	12	19	12	11	3	2	15	18	2	20	10	22	6
	2.20	1.92	2.47	4.33	0.18	2.33	0.00	1.87	3.17	0.00	0.00	4.50	1.82	5.67
	6.50	5.76	4.49	7.80	0.60	2.52	0.00	3.60	11.71	0.00	0.00	9.56	4.24	13.40
					e	d								

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





**Topic 9: Managing Growth in Uncertain Times**

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

Number Mean SD	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
Current?	152	52	17	30	11	32	10	45	33	14	11	18	11	20
	2.20	2.04	0.12	2.17	0.73	3.28	4.90	2.29	0.36	4.29	2.55	1.78	2.45	3.65
	6.50	8.32	0.49	5.68	1.68	6.60	6.08	8.91	1.25	7.81	7.50	5.93	4.03	5.19
			F		f		Bd		CfG	B			b	B

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



**Topic 9: Managing Growth in Uncertain Times**

**What percentage of your firm's sales is domestic?**

Number Mean SD	Total	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	155	55	52	22	26	54	47	51
percent	81.36	76.81	84.00	78.27	88.29	82.46	78.25	83.52
	21.48	21.29	21.03	24.91	17.91	21.61	23.11	20.15
		d			a			

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



**Topic 9: Managing Growth in Uncertain Times**

**What percentage of your firm's sales is domestic?**

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	
Domestic sales	155	13	19	12	11	3	2	15	18	3	20	11	22	6
percent	81.36	80.50	79.03	70.75	95.18	95.00	95.00	86.93	81.94	82.67	83.75	90.32	70.77	73.09
	21.48	27.80	20.52	26.83	5.51	5.00	7.07	20.81	14.56	21.94	22.59	19.97	22.36	20.97
			d	D	bCHLM			1	D			1	Dgk	D

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



**Topic 9: Managing Growth in Uncertain Times**

**What percentage of your firm's sales is domestic?**

Number Mean SD	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
Domestic sales	155	52	17	31	11	33	11	45	33	14	11	18	11	23
percent	81.36	83.63	88.15	78.94	87.82	78.15	70.09	85.45	83.26	76.07	87.73	83.03	65.82	76.91
	21.48	21.44	16.60	21.96	17.10	22.03	26.13	20.05	19.10	24.38	19.41	21.72	25.02	22.38
			f				b	F	f		f		Abd	

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



**Topic 9: Managing Growth in Uncertain Times**

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

Number Mean SD	Total	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	263	88	81	50	43	87	85	91
	19.26	16.77	16.72	22.91	25.27	0.00	5.29	50.72
	28.44	27.40	29.27	28.29	28.98	0.00	3.76	28.24
							C	B

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



**Topic 9: Managing Growth in Uncertain Times**

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

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	
Internet sales percent	263	28	25	25	16	3	4	30	24	5	28	29	38	8
	19.26	12.28	30.87	17.38	40.48	28.33	0.25	10.69	22.44	7.00	8.27	18.49	26.32	14.97
	28.44	20.38	32.69	26.08	35.21	36.86	0.50	21.81	32.33	10.95	21.86	22.43	34.33	29.63
		bD	aGJ	d	AcfGJk		d	BDI			BDI	d	gj	

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



**Topic 9: Managing Growth in Uncertain Times**

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

Number Mean SD	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
Internet sales percent	263	76	31	47	19	55	34	73	54	17	23	20	20	55
	19.26	21.77	25.48	22.06	5.47	17.18	13.29	23.88	26.05	13.81	15.48	23.82	5.05	12.86
	28.44	32.95	33.05	29.55	7.30	25.40	17.81	33.67	33.87	21.02	20.70	30.65	6.20	20.36
		d	d	d	abc			fg	Fg		f	f	aBde	ab

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

# The **CMO** Survey<sup>®</sup>



CMO Survey site:	<a href="https://cmosurvey.org/">https://cmosurvey.org/</a>
Special Edition reports:	<a href="https://cmosurvey.org/results/">https://cmosurvey.org/results/</a>
Next survey:	February 2021
Participate:	<a href="https://cmosurvey.org/participate/">https://cmosurvey.org/participate/</a>
Media:	<a href="https://cmosurvey.org/media-release/">https://cmosurvey.org/media-release/</a>
Feedback:	Christine Moorman ( <a href="mailto:moorman@duke.edu">moorman@duke.edu</a> )

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