



*Predicting the Future of Markets
Tracking Marketing Excellence
Improving the Value of Marketing*

RESULTS BY FIRM & INDUSTRY CHARACTERISTICS

February, 2010

Sponsoring Organizations



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[73](#) Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic compared to the prior 12 months.

Do you expect the following channel partner outcomes for your firm to increase, decrease, or have no change in the next 12 months?

- [76](#) Expected change in: Partner's purchase volume
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[97](#) Allocate 100 points to reflect how your firm will grow during the next 12 months.

Which three geographic markets are the top sales revenue areas for your firm in the next 12 months? (Rank 1, 2, 3 where 1 is top.)

- [100](#) Expected sales revenue from: United States
[103](#) Expected sales revenue from: Canada
[106](#) Expected sales revenue from: Mexico
[109](#) Expected sales revenue from: China
[112](#) Expected sales revenue from: Japan
[115](#) Expected sales revenue from: Korea
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[187](#) What is your firm's goal for the next 12 months?

Rate your firm on each metric during the last 12 months.

[190](#) Firm rating for: Developing and using customer insights

[193](#) Firm rating for: Sharing valuable marketing knowledge

[196](#) Firm rating for: Marketing that is beneficial for society

[199](#) Firm rating for: Minimize the impact of marketing on the ecological environment

Topic 5: Marketing Excellence (no additional analysis in this report)

Topic 6: Marketing Organization and Leadership

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[205](#) Select the description that best captures the role of sales within your firm.

[208](#) Check the description that best describes your role within the firm.

Rate the extent to which your firm engages in the following market-oriented behaviors.

[214](#) Information about customers and competitors is collected on a regular basis

[217](#) Information about customers and competitors is shared vertically across different levels of the firm and business units

[220](#) Information about customers and competitors is shared horizontally across different functions and business units

[223](#) Information about customers and competitors shapes the design of firm strategies

[226](#) Information about customers and competitors influences the implementation of firm strategies

[229](#) Information about customers and competitors impacts the evaluation of firm strategies

[232](#) How many reports do you have?

[235](#) How many years have you been with this firm in your current role? In any role?

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[244](#) How many marketing people do you think your firm will: Hire in the next 6 months

[247](#) How many marketing people do you think your firm will: ""Let go"" in the next 1 year

[250](#) How many marketing people do you think your firm will: Hire in the next 1 year

[253](#) How many marketing people do you think your firm will: ""Let go"" in the next 2 years

[256](#) How many marketing people do you think your firm will: Hire in the next 2 years

[259](#) Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next: (e.g., +12%, -5%, etc.).

[262](#) Allocate 100 points across the types of marketing hires your firm will emphasize:

[265](#) Skills for marketing hires - Priority ranking for: Advertising

[268](#) Skills for marketing hires - Priority ranking for: Brand management

- [271](#) Skills for marketing hires - Priority ranking for: Customer relationship management
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- [298](#) How do you think this outsourcing of marketing activities will change during the next year?

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- [310](#) Which economic sector best describes your firm?
- [313](#) Sales Revenue
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Topic 1: Marketplace Dynamics - Overall Economy

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

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
3=More	378 62.1%	12 48.0%	13 52.0%	3 75.0%	3 75.0%	9 60.0%	36 67.9%	9 52.9%	30 65.2%	29 50.9%	5 55.6%	33 58.9%	20 66.7%
2=No Change	176 28.9%	12 48.0% fh	7 28.0%	1 25.0%	1 25.0%	6 40.0%	12 22.6% a	6 35.3%	10 21.7% a	22 38.6%	4 44.4%	15 26.8%	9 30.0%
1=Less	55 9.0%	1 4.0%	5 20.0%	0 0.0%	0 0.0%	0 0.0%	5 9.4%	2 11.8%	6 13.0%	6 10.5%	0 0.0%	8 14.3%	1 3.3%
Mean	2.5	2.4	2.3	2.8	2.8	2.6	2.6	2.4	2.5	2.4	2.6	2.4	2.6
SD	0.7	0.6	0.8	0.5	0.5	0.5	0.7	0.7	0.7	0.7	0.5	0.7	0.6

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

Topic 1: Marketplace Dynamics - Overall Economy

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

	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion
	A	B	C	D	A	B	C	D	E	F
N=612										
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
3=More	95 67.9% bc	79 53.7% a	39 52.7% a	36 58.1%	68 55.7%	29 69.0%	33 63.5%	12 52.2%	33 57.9%	25 67.6%
2=No Change	36 25.7%	47 32.0%	28 37.8%	21 33.9%	38 31.1%	8 19.0% d	17 32.7%	11 47.8% bf	20 35.1%	7 18.9% d
1=Less	9 6.4% b	21 14.3% a	7 9.5%	5 8.1%	16 13.1%	5 11.9%	2 3.8%	0 0.0%	4 7.0%	5 13.5%
Mean	2.6	2.4	2.4	2.5	2.4	2.6	2.6	2.5	2.5	2.5
SD	0.6 Bc	0.7 A	0.7 a	0.6	0.7	0.7	0.6	0.5	0.6	0.7

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

Topic 1: Marketplace Dynamics - Overall Economy

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

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
3=More	104 58.4%	55 59.8%	35 63.6%	68 61.3%	51 58.0%	31 57.4%	13 52.0%	34 68.0%
2=No Change	53 29.8%	30 32.6%	14 25.5%	31 27.9%	24 27.3%	23 42.6% e	11 44.0% e	10 20.0% cd
1=Less	21 11.8%	7 7.6%	6 10.9%	12 10.8% c	13 14.8% C	0 0.0% aBe	1 4.0%	6 12.0% c
Mean	2.5	2.5	2.5	2.5	2.4	2.6	2.5	2.6
SD	0.7	0.6	0.7	0.7	0.7	0.5	0.6	0.7

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

Topic 1: Marketplace Dynamics - Overall Economy

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

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	612	25	25	4	4	15	54	17	46	57	9	57	30
Percent	100.0%	7.3%	7.3%	1.2%	1.2%	4.4%	15.7%	5.0%	13.4%	16.6%	2.6%	16.6%	8.7%
Optimism rating	610	25	25	4	4	15	54	17	46	57	9	57	29
	58.8	54.4	54.6	67.5	51.3	56.5	58.2	52.4	62.0	56.5	54.7	58.4	66.6
	16.8	20.5	20.0	14.4	6.3	14.5	14.7	17.2	17.6	16.3	23.8	17.9	11.6
		L	L		1	1	L	L		L	1	1	ABdeFGIjk

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

Topic 1: Marketplace Dynamics - Overall Economy

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

N=612 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	141	148	74	62	123	43	52	23	57
Percent	33.2%	34.8%	17.4%	14.6%	36.7%	12.8%	15.5%	6.9%	17.0%	11.0%
Optimism rating	141	148	74	61	123	43	52	23	57	36
	59.5	59.1	54.7	58.8	56.7	59.8	56.6	59.6	60.5	60.8
	17.2	16.0	18.2	17.1	18.9	15.2	15.4	16.7	14.9	18.5

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

Topic 1: Marketplace Dynamics - Overall Economy

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

N=612 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	180	92	55	112	89	54	25	50
Percent	55.0%	28.1%	16.8%	33.9%	27.0%	16.4%	7.6%	15.2%
Optimism rating	179	92	55	112	89	54	25	49
	58.9	56.1	60.2	57.1	57.8	58.0	64.4	60.3
	17.1	16.7	18.2	19.4	15.1	15.6	11.4	17.7
					d		b	

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
3=More	387 63.9%	16 64.0%	17 68.0%	3 75.0%	4 100.0%	12 80.0%	30 55.6%	12 70.6%	30 66.7%	34 59.6%	5 55.6%	33 60.0%	20 66.7%
2=No Change	155 25.6%	7 28.0%	5 20.0%	1 25.0%	0 0.0%	3 20.0%	18 33.3%	3 17.6%	12 26.7%	14 24.6%	3 33.3%	14 25.5%	9 30.0%
1=Less	64 10.6%	2 8.0%	3 12.0%	0 0.0%	0 0.0%	0 0.0%	6 11.1%	2 11.8%	3 6.7%	9 15.8%	1 11.1%	8 14.5%	1 3.3%
Mean	2.5	2.6	2.6	2.8	3.0	2.8	2.4	2.6	2.6	2.4	2.4	2.5	2.6
SD	0.7	0.7	0.7	0.5	0.0	0.4	0.7	0.7	0.6	0.8	0.7	0.7	0.6

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=612	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion
	A	B	C	D	A	B	C	D	E	F
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
3=More	90 63.8%	87 60.0%	46 62.2%	41 66.1%	75 62.5%	28 65.1%	35 67.3%	14 60.9%	37 64.9%	24 64.9%
2=No Change	39 27.7%	38 26.2%	19 25.7%	14 22.6%	30 25.0%	12 27.9%	12 23.1%	8 34.8%	15 26.3%	8 21.6%
1=Less	12 8.5%	20 13.8%	9 12.2%	7 11.3%	15 12.5%	3 7.0%	5 9.6%	1 4.3%	5 8.8%	5 13.5%
Mean	2.6	2.5	2.5	2.5	2.5	2.6	2.6	2.6	2.6	2.5
SD	0.6	0.7	0.7	0.7	0.7	0.6	0.7	0.6	0.7	0.7

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
3=More	110 62.1%	61 66.3%	36 65.5%	74 67.9%	56 62.9%	32 59.3%	13 52.0%	35 70.0%
2=No Change	47 26.6%	25 27.2%	13 23.6%	25 22.9%	24 27.0%	17 31.5%	10 40.0%	10 20.0%
1=Less	20 11.3%	6 6.5%	6 10.9%	10 9.2%	9 10.1%	5 9.3%	2 8.0%	5 10.0%
Mean	2.5	2.6	2.5	2.6	2.5	2.5	2.4	2.6
SD	0.7	0.6	0.7	0.7	0.7	0.7	0.7	0.7

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	612	25	25	4	4	15	54	17	46	57	9	57	30
Percent	100.0%	7.3%	7.3%	1.2%	1.2%	4.4%	15.7%	5.0%	13.4%	16.6%	2.6%	16.6%	8.7%
Optimism rating	609	25	25	4	4	15	54	17	46	57	9	57	30
	69.9	69.8	68.5	76.3	62.5	68.3	67.4	64.3	71.8	69.9	65.6	68.9	73.6
	18.0	20.4	18.4	13.8	15.0	19.1	18.1	11.6	16.7	18.5	22.3	19.1	13.7
								1					g

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=612 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	141	148	74	62	123	43	52	23	57
Percent	33.2%	34.8%	17.4%	14.6%	36.7%	12.8%	15.5%	6.9%	17.0%	11.0%
Optimism rating	69.7	69.7	66.9	71.1	68.9	71.9	70.8	71.6	67.5	71.7
	18.8	17.5	18.8	16.4	18.3	17.0	17.3	15.3	17.6	17.3

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

Topic 1: Marketplace Dynamics - Overall Company

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

N=612 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	180	92	55	112	89	54	25	50
Percent	55.0%	28.1%	16.8%	33.9%	27.0%	16.4%	7.6%	15.2%
Optimism rating	68.7	70.1	73.9	71.0	69.7	68.9	68.8	69.8
	18.1	17.8	16.5	18.4	17.0	18.6	18.7	17.8

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

Topic 1: Marketplace Dynamics - Customers

Are you more or less optimistic about your prospects for revenue growth compared to the prior 12 months?

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
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3=More	421 68.9%	17 68.0%	18 72.0%	4 100.0%	3 75.0%	11 73.3%	38 70.4%	12 70.6%	39 84.8% i	35 61.4% h	6 66.7%	41 71.9%	20 66.7%
2=No Change	117 19.1%	7 28.0% h	3 12.0%	0 0.0%	1 25.0%	1 6.7%	10 18.5%	2 11.8%	4 8.7% ai	14 24.6% h	1 11.1%	9 15.8%	7 23.3%
1=Less	73 11.9%	1 4.0%	4 16.0%	0 0.0%	0 0.0%	3 20.0%	6 11.1%	3 17.6%	3 6.5%	8 14.0%	2 22.2%	7 12.3%	3 10.0%
Mean	2.6	2.6	2.6	3.0	2.8	2.5	2.6	2.5	2.8	2.5	2.4	2.6	2.6
SD	0.7	0.6	0.8	0.0	0.5	0.8	0.7	0.8	0.6 i	0.7 h	0.9	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

Are you more or less optimistic about your prospects for revenue growth compared to the prior 12 months?

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
3=More	106 75.2%	96 64.9%	50 67.6%	45 72.6%	89 72.4%	34 79.1%	39 75.0%	14 60.9%	38 66.7%	25 67.6%
2=No Change	18 12.8% b	36 24.3% ad	15 20.3%	7 11.3% b	18 14.6%	5 11.6%	8 15.4%	7 30.4%	12 21.1%	7 18.9%
1=Less	17 12.1%	16 10.8%	9 12.2%	10 16.1%	16 13.0%	4 9.3%	5 9.6%	2 8.7%	7 12.3%	5 13.5%
Mean	2.6	2.5	2.6	2.6	2.6	2.7	2.7	2.5	2.5	2.5
SD	0.7	0.7	0.7	0.8	0.7	0.6	0.7	0.7	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

Are you more or less optimistic about your prospects for revenue growth compared to the prior 12 months?

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
3=More	122 67.8%	67 72.8%	43 78.2%	85 75.9%	65 73.0%	34 63.0%	17 68.0%	35 70.0%
2=No Change	35 19.4%	14 15.2%	8 14.5%	14 12.5%	13 14.6%	12 22.2%	7 28.0%	9 18.0%
1=Less	23 12.8%	11 12.0%	4 7.3%	13 11.6%	11 12.4%	8 14.8%	1 4.0%	6 12.0%
Mean	2.6	2.6	2.7	2.6	2.6	2.5	2.6	2.6
SD	0.7	0.7	0.6	0.7	0.7	0.7	0.6	0.7

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

Topic 1: Marketplace Dynamics - Customers

Rate your optimism about your prospects for sales revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	612	25	25	4	4	15	54	17	46	57	9	57	30
Percent	100.0%	7.3%	7.3%	1.2%	1.2%	4.4%	15.7%	5.0%	13.4%	16.6%	2.6%	16.6%	8.7%
Optimism rating	609	25	25	4	4	15	54	17	46	57	9	57	30
	66.4	73.4	64.1	76.3	56.3	66.6	67.0	59.7	72.4	62.5	67.8	63.7	70.7
	18.9	17.7	20.9	17.0	31.5	18.2	15.8	20.8	16.1	16.7	26.4	20.2	15.5
		gIk						ahl	gIk	AHI		ah	gi

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

Topic 1: Marketplace Dynamics - Customers

Rate your optimism about your prospects for sales revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=612									
Number	141	148	74	62	123	43	52	23	57	37
Mean	68.8	65.6	64.4	65.1	67.3	70.2	67.8	66.1	64.3	66.4
SD	18.4	17.4	18.5	19.2	18.0	16.8	18.5	20.7	19.8	18.9
Percent	33.2%	34.8%	17.4%	14.6%	36.7%	12.8%	15.5%	6.9%	17.0%	11.0%
Optimism rating										

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

Topic 1: Marketplace Dynamics - Customers

Rate your optimism about your prospects for sales revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=612								
Number	180	92	55	112	89	54	25	50
Mean	66.2	66.2	70.7	68.4	66.8	65.3	66.8	66.9
SD	19.1	17.5	18.1	18.2	18.6	20.4	15.8	15.9
Percent	55.0%	28.1%	16.8%	33.9%	27.0%	16.4%	7.6%	15.2%
Optimism rating	180	92	55	112	89	54	25	50

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's purchase volume

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
3=More	403 66.1%	16 64.0%	17 70.8%	3 75.0%	3 75.0%	9 60.0%	35 64.8%	8 47.1%	33 71.7%	35 61.4%	4 44.4%	39 68.4%	20 66.7%
2=No Change	141 23.1%	7 28.0%	4 16.7%	1 25.0%	0 0.0%	4 26.7%	14 25.9%	5 29.4%	10 21.7%	16 28.1%	4 44.4%	13 22.8%	8 26.7%
1=Less	66 10.8%	2 8.0%	3 12.5%	0 0.0%	1 25.0%	2 13.3%	5 9.3%	4 23.5%	3 6.5%	6 10.5%	1 11.1%	5 8.8%	2 6.7%
Mean	2.6	2.6	2.6	2.8	2.5	2.5	2.6	2.2	2.7	2.5	2.3	2.6	2.6
SD	0.7	0.7	0.7	0.5	1.0	0.7	0.7	0.8	0.6	0.7	0.7	0.7	0.6

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's purchase volume

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
3=More	97 68.8%	96 65.8%	44 59.5%	37 59.7%	81 65.9%	30 69.8%	36 70.6%	16 69.6%	31 54.4%	23 62.2%
2=No Change	31 22.0%	37 25.3%	16 21.6%	17 27.4%	28 22.8%	10 23.3%	15 29.4%	5 21.7%	17 29.8%	9 24.3%
1=Less	13 9.2% c	13 8.9% c	14 18.9% ab	8 12.9%	14 11.4% c	3 7.0%	0 0.0% adEF	2 8.7% c	9 15.8% C	5 13.5% C
Mean	2.6	2.6	2.4	2.5	2.5	2.6	2.7	2.6	2.4	2.5
SD	0.7	0.7	0.8	0.7	0.7	0.6	0.5 E	0.7	0.8 C	0.7

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's purchase volume

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
3=More	118 65.6%	58 63.0%	37 67.3%	78 69.6%	56 63.6%	35 64.8%	16 64.0%	31 62.0%
2=No Change	43 23.9%	25 27.2%	13 23.6%	22 19.6%	22 25.0%	17 31.5%	6 24.0%	13 26.0%
1=Less	19 10.6%	9 9.8%	5 9.1%	12 10.7%	10 11.4%	2 3.7%	3 12.0%	6 12.0%
Mean	2.6	2.5	2.6	2.6	2.5	2.6	2.5	2.5
SD	0.7	0.7	0.7	0.7	0.7	0.6	0.7	0.7

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's price per unit

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
3=More	159 26.2%	7 28.0%	8 32.0% f	0 0.0%	1 25.0%	7 46.7% F	7 13.0% bE	5 29.4%	13 28.9%	14 24.6%	3 33.3%	15 26.8%	6 20.0%
2=No Change	280 46.1%	11 44.0% c	9 36.0% c	4 100.0% abgkl	3 75.0%	7 46.7%	32 59.3%	6 35.3% c	23 51.1%	29 50.9%	4 44.4%	25 44.6% c	13 43.3% c
1=Less	169 27.8%	7 28.0%	8 32.0%	0 0.0%	0 0.0%	1 6.7% l	15 27.8%	6 35.3%	9 20.0%	14 24.6%	2 22.2%	16 28.6%	11 36.7% e
Mean	2.0	2.0	2.0	2.0	2.3	2.4	1.9	1.9	2.1	2.0	2.1	2.0	1.8
SD	0.7	0.8	0.8	0.0	0.5	0.6 Fl	0.6 E	0.8	0.7	0.7	0.8	0.8	0.7 e

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's price per unit

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
3=More	33 23.4%	28 19.3% d	19 25.7%	21 34.4% b	34 27.9%	7 16.7%	12 23.1%	7 30.4%	14 24.6%	12 32.4%
2=No Change	70 49.6%	72 49.7%	34 45.9%	29 47.5%	59 48.4%	21 50.0%	24 46.2%	13 56.5%	26 45.6%	19 51.4%
1=Less	38 27.0%	45 31.0%	21 28.4%	11 18.0%	29 23.8%	14 33.3%	16 30.8%	3 13.0%	17 29.8%	6 16.2%
Mean	2.0	1.9	2.0	2.2	2.0	1.8	1.9	2.2	1.9	2.2
SD	0.7	0.7 D	0.7	0.7 B	0.7	0.7 f	0.7	0.7	0.7	0.7 b

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer's price per unit

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
3=More	40 22.3%	26 28.3%	16 29.6%	32 28.8%	20 22.7%	11 20.4%	7 28.0%	16 32.0%
2=No Change	96 53.6%	41 44.6%	22 40.7%	52 46.8%	46 52.3%	27 50.0%	11 44.0%	25 50.0%
1=Less	43 24.0%	25 27.2%	16 29.6%	27 24.3%	22 25.0%	16 29.6%	7 28.0%	9 18.0%
Mean	2.0	2.0	2.0	2.0	2.0	1.9	2.0	2.1
SD	0.7	0.7	0.8	0.7	0.7	0.7	0.8	0.7

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer will buy related products and services from my firm

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
3=More	329 54.2%	14 56.0%	14 56.0%	3 75.0%	2 50.0%	9 60.0%	23 42.6% hk	10 58.8%	31 67.4% f	31 54.4%	5 55.6%	35 61.4% f	17 60.7%
2=No Change	242 39.9%	11 44.0%	9 36.0%	1 25.0%	1 25.0%	6 40.0%	31 57.4% HK	6 35.3%	12 26.1% F	24 42.1%	4 44.4%	17 29.8% F	11 39.3%
1=Less	36 5.9%	0 0.0% d	2 8.0% f	0 0.0%	1 25.0% aFl	0 0.0%	0 0.0% bDk	1 5.9%	3 6.5%	2 3.5%	0 0.0%	5 8.8% f	0 0.0% d
Mean	2.5	2.6	2.5	2.8	2.3	2.6	2.4	2.5	2.6	2.5	2.6	2.5	2.6
SD	0.6	0.5	0.7	0.5	1.0	0.5	0.5	0.6	0.6	0.6	0.5	0.7	0.5

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer will buy related products and services from my firm

N=612

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
3=More	74 52.9%	81 55.1%	41 56.2%	38 61.3%	74 61.2%	24 55.8%	33 63.5%	11 47.8%	31 54.4%	20 54.1%
2=No Change	60 42.9%	57 38.8%	30 41.1%	21 33.9%	42 34.7%	17 39.5%	18 34.6%	12 52.2%	25 43.9%	14 37.8%
1=Less	6 4.3%	9 6.1%	2 2.7%	3 4.8%	5 4.1%	2 4.7%	1 1.9%	0 0.0%	1 1.8%	3 8.1%
Mean	2.5	2.5	2.5	2.6	2.6	2.5	2.6	2.5	2.5	2.5
SD	0.6	0.6	0.6	0.6	0.6	0.6	0.5	0.5	0.5	0.6

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: Customer will buy related products and services from my firm

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
3=More	97 54.5%	57 62.0%	35 63.6%	66 60.0%	53 59.6%	28 51.9%	14 56.0%	28 56.0%
2=No Change	75 42.1%	31 33.7%	17 30.9%	38 34.5%	33 37.1%	25 46.3%	10 40.0%	20 40.0%
1=Less	6 3.4%	4 4.3%	3 5.5%	6 5.5%	3 3.4%	1 1.9%	1 4.0%	2 4.0%
Mean	2.5	2.6	2.6	2.5	2.6	2.5	2.5	2.5
SD	0.6	0.6	0.6	0.6	0.6	0.5	0.6	0.6

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: My firm's ability to retain current customers

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
3=More	289 47.4%	13 52.0% j	8 32.0% g	2 50.0%	2 50.0%	9 60.0% j	23 42.6% g	12 70.6% bfjl	23 50.0% j	25 43.9%	1 11.1% aeGhk	31 54.4% j	11 37.9% g
2=No Change	262 43.0%	11 44.0%	13 52.0% g	2 50.0%	2 50.0%	5 33.3%	26 48.1% g	3 17.6% bfjl	16 34.8%	23 40.4%	6 66.7% g	20 35.1%	16 55.2% g
1=Less	59 9.7%	1 4.0%	4 16.0%	0 0.0%	0 0.0%	1 6.7%	5 9.3%	2 11.8%	7 15.2%	9 15.8%	2 22.2%	6 10.5%	2 6.9%
Mean	2.4	2.5	2.2	2.5	2.5	2.5	2.3	2.6	2.3	2.3	1.9	2.4	2.3
SD	0.7	0.6 j	0.7	0.6	0.6	0.6 j	0.6	0.7 j	0.7	0.7	0.6 aegk	0.7 j	0.6

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: My firm's ability to retain current customers

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
3=More	65 46.4%	65 44.2%	33 44.6%	27 43.5%	57 46.7%	23 53.5%	24 46.2%	10 43.5%	25 43.9%	17 45.9%
2=No Change	58 41.4%	68 46.3%	32 43.2%	26 41.9%	51 41.8%	18 41.9%	19 36.5%	10 43.5%	29 50.9%	13 35.1%
1=Less	17 12.1%	14 9.5%	9 12.2%	9 14.5%	14 11.5%	2 4.7%	9 17.3%	3 13.0%	3 5.3%	7 18.9%
Mean	2.3	2.3	2.3	2.3	2.4	2.5	2.3	2.3	2.4	2.3
SD	0.7	0.6	0.7	0.7	0.7	0.6	0.7	0.7	0.6	0.8

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: My firm's ability to retain current customers

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
3=More	86 48.0%	42 45.7%	24 43.6%	57 51.4%	36 40.4%	28 51.9%	10 40.0%	22 44.0%
2=No Change	74 41.3%	43 46.7%	20 36.4%	43 38.7%	42 47.2%	18 33.3%	14 56.0%	21 42.0%
1=Less	19 10.6%	7 7.6%	11 20.0%	11 9.9%	11 12.4%	8 14.8%	1 4.0%	7 14.0%
Mean	2.4	2.4	2.2	2.4	2.3	2.4	2.4	2.3
SD	0.7	0.6	0.8	0.7	0.7	0.7	0.6	0.7

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: The entry of new customers into this market

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
3=More	275 45.3%	9 37.5% hl	14 56.0% gI	2 50.0%	2 50.0%	8 53.3% gi	20 37.0% HL	3 17.6% beHKL	30 65.2% aFGI	14 24.6% BeHKL	4 50.0%	31 54.4% GI	20 69.0% aFGI
2=No Change	211 34.8%	13 54.2% bhl	6 24.0% ai	0 0.0%	0 0.0%	6 40.0%	19 35.2%	8 47.1%	11 23.9% ai	28 49.1% bhl	2 25.0%	18 31.6%	7 24.1% ai
1=Less	121 19.9%	2 8.3% cdg	5 20.0%	2 50.0% aehl	2 50.0% aehl	1 6.7% cd	15 27.8% hl	6 35.3% ahl	5 10.9% cdfg	15 26.3% l	2 25.0%	8 14.0%	2 6.9% cdfgi
Mean	2.3	2.3	2.4	2.0	2.0	2.5	2.1	1.8	2.5	2.0	2.3	2.4	2.6
SD	0.8	0.6 g	0.8 gi	1.2	1.2	0.6 gi	0.8 HkL	0.7 abeHKL	0.7 FGI	0.7 beHKL	0.9	0.7 fGI	0.6 FGI

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: The entry of new customers into this market

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
3=More	65 46.1%	70 47.6%	27 37.5%	28 45.9%	73 59.8% cE	20 47.6% e	20 39.2% a	11 47.8%	16 28.1% Ab	17 45.9%
2=No Change	45 31.9%	54 36.7%	28 38.9%	20 32.8%	33 27.0% E	14 33.3%	18 35.3%	7 30.4%	30 52.6% Af	11 29.7% e
1=Less	31 22.0%	23 15.6%	17 23.6%	13 21.3%	16 13.1% c	8 19.0%	13 25.5% a	5 21.7%	11 19.3%	9 24.3%
Mean	2.2	2.3	2.1	2.2	2.5	2.3	2.1	2.3	2.1	2.2
SD	0.8	0.7	0.8	0.8	0.7 CE	0.8	0.8 A	0.8	0.7 A	0.8

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

Topic 1: Marketplace Dynamics - Customers

Expected change in: The entry of new customers into this market

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
3=More	83 46.6%	35 38.0%	29 52.7%	60 54.1% e	37 42.0%	25 46.3%	10 40.0%	17 34.0% a
2=No Change	64 36.0%	35 38.0%	18 32.7%	37 33.3%	28 31.8%	17 31.5%	12 48.0%	22 44.0%
1=Less	31 17.4%	22 23.9%	8 14.5%	14 12.6% b	23 26.1% a	12 22.2%	3 12.0%	11 22.0%
Mean	2.3	2.1	2.4	2.4	2.2	2.2	2.3	2.1
SD	0.7	0.8	0.7	0.7 be	0.8 a	0.8	0.7	0.7 a

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Low Price

N=608	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	608 100.0%	25 4.1%	25 4.1%	4 0.7%	4 0.7%	15 2.5%	54 8.9%	17 2.8%	46 7.6%	57 9.4%	9 1.5%	57 9.4%	30 4.9%
1st Priority	168 27.6%	7 28.0%	9 36.0%	1 25.0%	0 0.0%	6 40.0%	19 35.2%	6 35.3%	13 28.3%	16 28.1%	4 44.4%	13 22.8%	9 30.0%
2nd Priority	97 16.0%	4 16.0%	3 12.0%	1 25.0%	1 25.0%	2 13.3%	9 16.7%	4 23.5%	9 19.6%	11 19.3%	0 0.0%	8 14.0%	4 13.3%
3rd Priority	91 15.0%	5 20.0%	4 16.0%	1 25.0%	1 25.0%	1 6.7%	8 14.8%	4 23.5%	5 10.9%	13 22.8%	2 22.2%	8 14.0%	3 10.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Low Price

N=608	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 23.2%	148 24.3%	74 12.2%	62 10.2%	123 20.2%	43 7.1%	52 8.6%	23 3.8%	57 9.4%
1st Priority	48 34.0%	40 27.0%	26 35.1%	13 21.0%	28 22.8% Bc	20 46.5% A	20 38.5% a	6 26.1%	16 28.1%	11 29.7%
2nd Priority	22 15.6%	23 15.5%	9 12.2%	12 19.4%	23 18.7%	4 9.3% d	5 9.6% d	7 30.4% bc	10 17.5%	4 10.8%
3rd Priority	19 13.5%	26 17.6%	15 20.3%	9 14.5%	19 15.4%	7 16.3%	8 15.4%	5 21.7%	10 17.5%	5 13.5%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Low Price

N=608	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 29.6%	92 15.1%	55 9.0%	112 18.4%	89 14.6%	54 8.9%	25 4.1%	50 8.2%
1st Priority	56 31.1%	26 28.3%	17 30.9%	31 27.7%	31 34.8%	17 31.5%	8 32.0%	10 20.0%
2nd Priority	25 13.9%	17 18.5%	12 21.8%	17 15.2%	15 16.9%	8 14.8%	4 16.0%	9 18.0%
3rd Priority	31 17.2%	17 18.5%	5 9.1%	15 13.4%	15 16.9%	10 18.5%	3 12.0%	8 16.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Product Quality

N=608	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	608 100.0%	25 4.1%	25 4.1%	4 0.7%	4 0.7%	15 2.5%	54 8.9%	17 2.8%	46 7.6%	57 9.4%	9 1.5%	57 9.4%	30 4.9%
1st Priority	126 20.7%	5 20.0%	3 12.0%	1 25.0%	3 75.0%	2 13.3%	8 14.8%	3 17.6%	13 28.3%	7 12.3%	1 11.1%	5 8.8%	9 30.0%
2nd Priority	110 18.1%	4 16.0%	4 16.0%	1 25.0%	0 0.0%	4 26.7%	12 22.2%	1 5.9%	8 17.4%	3 5.3%	3 33.3%	9 15.8%	7 23.3%
3rd Priority	127 20.9%	4 16.0%	8 32.0%	0 0.0%	0 0.0%	3 20.0%	13 24.1%	4 23.5%	12 26.1%	9 15.8%	1 11.1%	14 24.6%	3 10.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Product Quality

N=608

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
Total	141 23.2%	148 24.3%	74 12.2%	62 10.2%	123 20.2%	43 7.1%	52 8.6%	23 3.8%	57 9.4%	37 6.1%
1st Priority	32 22.7%	22 14.9%	16 21.6%	12 19.4%	25 20.3%	4 9.3%	8 15.4%	5 21.7%	11 19.3%	3 8.1%
2nd Priority	28 19.9%	18 12.2%	11 14.9%	9 14.5%	22 17.9%	8 18.6%	8 15.4%	2 8.7%	7 12.3%	10 27.0%
3rd Priority	34 24.1%	34 23.0%	14 18.9%	11 17.7%	30 24.4%	9 20.9%	9 17.3%	6 26.1%	10 17.5%	5 13.5%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Product Quality

N=608	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 29.6%	92 15.1%	55 9.0%	112 18.4%	89 14.6%	54 8.9%	25 4.1%	50 8.2%
1st Priority	27 15.0%	16 17.4%	12 21.8%	21 18.8%	16 18.0%	8 14.8%	6 24.0%	5 10.0%
2nd Priority	31 17.2%	10 10.9%	8 14.5%	19 17.0%	12 13.5%	7 13.0%	4 16.0%	11 22.0%
3rd Priority	44 24.4%	16 17.4%	9 16.4%	29 25.9%	17 19.1%	10 18.5%	3 12.0%	9 18.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Innovation

N=608	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	608 100.0%	25 4.1%	25 4.1%	4 0.7%	4 0.7%	15 2.5%	54 8.9%	17 2.8%	46 7.6%	57 9.4%	9 1.5%	57 9.4%	30 4.9%
1st Priority	57 9.4%	4 16.0%	1 4.0% e	0 0.0%	0 0.0%	4 26.7% bi	6 11.1%	2 11.8%	7 15.2%	3 5.3% e	0 0.0%	6 10.5%	4 13.3%
2nd Priority	50 8.2%	4 16.0% I	2 8.0% i	0 0.0%	0 0.0%	2 13.3% I	6 11.1% i	2 11.8% i	5 10.9% i	0 0.0% AbEfg hkl	0 0.0%	6 10.5% i	3 10.0% i
3rd Priority	70 11.5%	2 8.0%	6 24.0% gi	1 25.0% g	0 0.0%	1 6.7%	8 14.8%	0 0.0% bc	6 13.0%	3 5.3% b	1 11.1%	8 14.0%	4 13.3%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Innovation

N=608

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 23.2%	148 24.3%	74 12.2%	62 10.2%	123 20.2%	43 7.1%	52 8.6%	23 3.8%	57 9.4%
1st Priority	19 13.5%	11 7.4%	11 14.9%	3 4.8%	12 9.8%	3 7.0%	6 11.5%	1 4.3%	6 10.5%	8 21.6%
2nd Priority	16 11.3%	7 4.7%	10 13.5%	2 3.2%	13 10.6%	2 4.7%	5 9.6%	2 8.7%	5 8.8%	1 2.7%
3rd Priority	20 14.2%	20 13.5%	5 6.8%	6 9.7%	17 13.8%	5 11.6%	4 7.7%	1 4.3%	10 17.5%	3 8.1%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Superior Innovation

N=608	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 29.6%	92 15.1%	55 9.0%	112 18.4%	89 14.6%	54 8.9%	25 4.1%	50 8.2%
1st Priority	22 12.2%	7 7.6%	3 5.5%	14 12.5%	6 6.7% e	4 7.4%	3 12.0%	9 18.0% b
2nd Priority	16 8.9%	8 8.7%	3 5.5%	12 10.7% e	9 10.1% e	6 11.1% e	1 4.0%	0 0.0% abc
3rd Priority	21 11.7%	12 13.0%	7 12.7%	17 15.2%	9 10.1%	5 9.3%	3 12.0%	8 16.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Excellent Service

N=608	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	608 100.0%	25 4.1%	25 4.1%	4 0.7%	4 0.7%	15 2.5%	54 8.9%	17 2.8%	46 7.6%	57 9.4%	9 1.5%	57 9.4%	30 4.9%
1st Priority	113 18.6%	2 8.0%	3 12.0%	0 0.0%	1 25.0%	2 13.3%	12 22.2%	3 17.6%	5 10.9%	9 15.8%	1 11.1%	17 29.8%	5 16.7%
2nd Priority	206 33.9%	4 16.0%	10 40.0%	1 25.0%	0 0.0%	4 26.7%	15 27.8%	5 29.4%	16 34.8%	28 49.1%	4 44.4%	17 29.8%	10 33.3%
3rd Priority	125 20.6%	8 32.0%	2 8.0%	2 50.0%	1 25.0%	5 33.3%	12 22.2%	4 23.5%	7 15.2%	10 17.5%	3 33.3%	12 21.1%	6 20.0%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Excellent Service

N=608	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 23.2%	148 24.3%	74 12.2%	62 10.2%	123 20.2%	43 7.1%	52 8.6%	23 3.8%	57 9.4%
1st Priority	18 12.8% B	37 25.0% AC	6 8.1% B	12 19.4%	24 19.5% f	5 11.6% e	9 17.3% f	5 21.7% f	17 29.8% bF	1 2.7% acdE
2nd Priority	46 32.6%	62 41.9%	21 28.4%	23 37.1%	43 35.0%	17 39.5%	16 30.8%	5 21.7%	17 29.8%	12 32.4%
3rd Priority	27 19.1%	23 15.5% c	20 27.0% b	13 21.0%	24 19.5%	9 20.9%	12 23.1%	5 21.7%	11 19.3%	9 24.3%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Excellent Service

N=608	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 29.6%	92 15.1%	55 9.0%	112 18.4%	89 14.6%	54 8.9%	25 4.1%	50 8.2%
1st Priority	35 19.4%	18 19.6%	8 14.5%	20 17.9%	12 13.5%	14 25.9%	6 24.0%	7 14.0%
2nd Priority	60 33.3%	33 35.9%	18 32.7%	41 36.6%	29 32.6%	16 29.6%	10 40.0%	17 34.0%
3rd Priority	31 17.2%	21 22.8%	14 25.5%	21 18.8%	24 27.0%	10 18.5%	0 0.0%	12 24.0%
				d	D	d	aBcE	D

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Trusting Relationship

N=608	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	608 100.0%	25 4.1%	25 4.1%	4 0.7%	4 0.7%	15 2.5%	54 8.9%	17 2.8%	46 7.6%	57 9.4%	9 1.5%	57 9.4%	30 4.9%
1st Priority	115 18.9%	3 12.0% i	8 32.0% fl	2 50.0% el	0 0.0%	1 6.7% ci	7 13.0% bi	3 17.6%	6 13.0% i	19 33.3% aefhL	3 33.3% 1	14 24.6% 1	2 6.7% bcijk
2nd Priority	113 18.6%	3 12.0%	4 16.0%	1 25.0%	2 50.0%	3 20.0%	11 20.4%	4 23.5%	6 13.0%	11 19.3%	2 22.2%	13 22.8%	6 20.0%
3rd Priority	134 22.0%	4 16.0%	5 20.0%	0 0.0%	1 25.0%	3 20.0%	10 18.5%	3 17.6%	13 28.3%	15 26.3%	0 0.0%	13 22.8%	10 33.3%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Trusting Relationship

N=608

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 23.2%	148 24.3%	74 12.2%	62 10.2%	123 20.2%	43 7.1%	52 8.6%	23 3.8%	57 9.4%
1st Priority	20 14.2% bD	35 23.6% aC	6 8.1% BD	19 30.6% AC	31 25.2% e	7 16.3%	7 13.5%	5 21.7%	5 8.8% af	10 27.0% e
2nd Priority	25 17.7%	31 20.9%	9 12.2%	15 24.2%	19 15.4% c	9 20.9%	15 28.8% af	7 30.4%	13 22.8%	4 10.8% c
3rd Priority	30 21.3%	34 23.0%	15 20.3%	12 19.4%	27 22.0%	11 25.6%	12 23.1%	3 13.0%	14 24.6%	8 21.6%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Trusting Relationship

N=608	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 29.6%	92 15.1%	55 9.0%	112 18.4%	89 14.6%	54 8.9%	25 4.1%	50 8.2%
1st Priority	34 18.9%	22 23.9%	11 20.0%	24 21.4%	19 21.3%	8 14.8%	2 8.0% e	15 30.0% d
2nd Priority	42 23.3%	17 18.5%	8 14.5%	18 16.1%	20 22.5%	14 25.9%	3 12.0%	8 16.0%
3rd Priority	39 21.7%	19 20.7%	15 27.3%	21 18.8% D	21 23.6% d	15 27.8% e	12 48.0% AbE	6 12.0% cD

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Brand

N=608	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	608 100.0%	25 4.1%	25 4.1%	4 0.7%	4 0.7%	15 2.5%	54 8.9%	17 2.8%	46 7.6%	57 9.4%	9 1.5%	57 9.4%	30 4.9%
1st Priority	30 4.9%	4 16.0% k	1 4.0%	0 0.0%	0 0.0%	0 0.0%	2 3.7%	0 0.0%	2 4.3%	3 5.3%	0 0.0%	2 3.5% a	1 3.3%
2nd Priority	34 5.6%	6 24.0% eFhikL	2 8.0%	0 0.0%	1 25.0% fL	0 0.0% a	1 1.9% Ad	1 5.9%	3 6.5% a	4 7.0% a	0 0.0%	4 7.0% a	0 0.0% AD
3rd Priority	63 10.4%	2 8.0%	0 0.0% dj	0 0.0%	1 25.0% b	2 13.3%	3 5.6%	2 11.8%	4 8.7%	7 12.3%	2 22.2% bk	2 3.5% j	4 13.3%

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Brand

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=608									
Total	141 23.2%	148 24.3%	74 12.2%	62 10.2%	123 20.2%	43 7.1%	52 8.6%	23 3.8%	57 9.4%	37 6.1%
1st Priority	4 2.8% C	3 2.0% C	9 12.2% AB	3 4.8% AB	3 2.4% f	4 9.3% f	2 3.8% a	1 4.3% a	2 3.5% a	4 10.8% a
2nd Priority	5 3.5% C	7 4.7% C	14 18.9% ABD	1 1.6% C	4 3.3% F	3 7.0% f	3 5.8% f	0 0.0% f	5 8.8% f	6 16.2% Ad
3rd Priority	11 7.8% d	12 8.1% d	5 6.8% d	11 17.7% abc	6 4.9% cF	2 4.7% f	7 13.5% a	3 13.0% a	3 5.3% f	7 18.9% Abe

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

Topic 1: Marketplace Dynamics - Customers

Priority ranking for: Brand

N=608	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 29.6%	92 15.1%	55 9.0%	112 18.4%	89 14.6%	54 8.9%	25 4.1%	50 8.2%
1st Priority	6 3.3%	3 3.3%	4 7.3%	2 1.8%	5 5.6%	3 5.6%	0 0.0%	4 8.0%
2nd Priority	7 3.9% c	7 7.6%	6 10.9% a	5 4.5%	5 5.6%	3 5.6%	3 12.0%	5 10.0%
3rd Priority	14 7.8%	8 8.7%	5 9.1%	9 8.0%	3 3.4% dE	4 7.4%	4 16.0% b	8 16.0% B

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new domestic competitors

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	612 100.0%	25 4.1%	25 4.1%	4 0.7%	4 0.7%	15 2.5%	54 8.8%	17 2.8%	46 7.5%	57 9.3%	9 1.5%	57 9.3%	30 4.9%
1=Not Likely	125 20.4%	5 20.0%	3 12.0% f	0 0.0%	1 25.0%	5 33.3%	19 35.2% bjk	6 35.3%	9 19.6%	14 24.6%	0 0.0% f	9 15.8% f	6 20.0%
2=	136 22.2%	9 36.0% h	3 12.0% i	2 50.0%	1 25.0%	4 26.7%	16 29.6% h	6 35.3%	6 13.0% afI	21 36.8% bHk	3 33.3%	11 19.3% i	6 20.0%
3=	87 14.2%	2 8.0%	3 12.0%	1 25.0%	1 25.0%	2 13.3%	8 14.8%	3 17.6%	9 19.6%	10 17.5%	0 0.0%	8 14.0%	4 13.3%
4=	53 8.7%	2 8.0%	5 20.0% hi	1 25.0% g	0 0.0%	2 13.3%	6 11.1%	0 0.0% c	2 4.3% b	2 3.5% b	1 11.1%	7 12.3%	2 6.7%
5=	70 11.4%	4 16.0%	5 20.0% f	0 0.0%	0 0.0%	1 6.7%	2 3.7% bhkL	1 5.9%	9 19.6% f	5 8.8% 1	1 11.1%	10 17.5% f	8 26.7% Fi
6=	53 8.7%	2 8.0%	4 16.0%	0 0.0%	0 0.0%	0 0.0%	2 3.7% j	1 5.9%	6 13.0%	4 7.0%	2 22.2% f	7 12.3%	1 3.3%
7=Very Likely	41 6.7%	1 4.0%	2 8.0%	0 0.0%	1 25.0% fgi	1 6.7%	1 1.9% dj	0 0.0% d	5 10.9%	1 1.8% dJ	2 22.2% fI	5 8.8%	3 10.0%
Mean	3.2	3.0	4.0	2.8	3.3	2.6	2.4	2.2	3.7	2.6	4.6	3.7	3.5
SD	1.9	1.8 j	1.8 eFGI	1.0	2.6	1.8 bj	1.5 BHJKL	1.4 BHJKI	2.0 FGI	1.6 BHJKI	2.1 aeFGI	1.9 FGI	2.0 Fgi

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new domestic competitors

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 23.0%	148 24.2%	74 12.1%	62 10.1%	123 20.1%	43 7.0%	52 8.5%	23 3.8%	57 9.3%
1=Not Likely	35 24.8%	27 18.2%	22 29.7%	16 25.8%	25 20.3%	13 30.2%	8 15.4% f	3 13.0%	14 24.6%	13 35.1% c
2=	37 26.2%	34 23.0%	23 31.1%	11 17.7%	19 15.4% Ce	11 25.6% c	24 46.2% Abdf	5 21.7% c	18 31.6% a	9 24.3% c
3=	24 17.0%	27 18.2%	9 12.2%	5 8.1%	19 15.4%	4 9.3% d	6 11.5% d	7 30.4% bcf	10 17.5%	3 8.1% d
4=	14 9.9%	14 9.5%	6 8.1%	4 6.5%	10 8.1%	6 14.0%	2 3.8%	3 13.0%	6 10.5%	3 8.1%
5=	14 9.9%	19 12.8%	7 9.5%	10 16.1%	20 16.3%	7 16.3%	6 11.5%	1 4.3%	6 10.5%	3 8.1%
6=	10 7.1%	15 10.1%	3 4.1%	8 12.9%	17 13.8% be	0 0.0% ad	4 7.7%	3 13.0% be	1 1.8% ad	3 8.1%
7=Very Likely	7 5.0% d	10 6.8%	4 5.4%	8 12.9% a	13 10.6%	2 4.7%	2 3.8%	1 4.3%	2 3.5%	3 8.1%
Mean	3.0	3.3	2.7	3.6	3.7	2.8	2.9	3.3	2.7	2.9
SD	1.8 d	1.9 c	1.8 bD	2.2 aC	2.0 bcEf	1.7 a	1.7 a	1.7	1.6 A	2.0 a

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new domestic competitors

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 29.4%	92 15.0%	55 9.0%	112 18.3%	89 14.5%	54 8.8%	25 4.1%	50 8.2%
1=Not Likely	39 21.7%	22 23.9%	13 23.6%	19 17.0% c	18 20.2%	17 31.5% a	5 20.0%	13 26.0%
2=	46 25.6%	26 28.3%	10 18.2%	23 20.5%	29 32.6%	13 24.1%	8 32.0%	15 30.0%
3=	24 13.3%	19 20.7%	7 12.7%	18 16.1%	15 16.9%	7 13.0%	3 12.0%	8 16.0%
4=	12 6.7%	10 10.9%	4 7.3%	11 9.8%	6 6.7%	3 5.6%	1 4.0%	5 10.0%
5=	28 15.6%	7 7.6%	9 16.4%	18 16.1%	11 12.4%	8 14.8%	3 12.0%	4 8.0%
6=	17 9.4%	5 5.4%	7 12.7%	13 11.6%	4 4.5%	4 7.4%	3 12.0%	3 6.0%
7=Very Likely	14 7.8%	3 3.3%	5 9.1%	10 8.9%	6 6.7%	2 3.7%	2 8.0%	2 4.0%
Mean	3.3	2.8	3.5	3.6	3.0	2.9	3.2	2.8
SD	2.0 b	1.6 ac	2.1 b	1.9 bce	1.8 a	1.9 a	2.0	1.7 a

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new global competitors

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	612 100.0%	25 4.1%	25 4.1%	4 0.7%	4 0.7%	15 2.5%	54 8.8%	17 2.8%	46 7.5%	57 9.3%	9 1.5%	57 9.3%	30 4.9%
1=Not Likely	108 17.6%	4 16.0%	7 28.0% H	0 0.0%	1 25.0%	3 20.0%	7 13.0% gi	6 35.3% fhk	2 4.3% BGIL	17 29.8% fhk	0 0.0%	7 12.3% gil	9 30.0% Hk
2=	113 18.5%	5 20.0%	2 8.0% ij	0 0.0%	1 25.0%	0 0.0% iJ	7 13.0% ij	3 17.6%	7 15.2% i	19 33.3% befh	4 44.4% bEf	12 21.1%	5 16.7%
3=	79 12.9%	7 28.0% il	8 32.0% fhikl	1 25.0%	0 0.0%	1 6.7%	7 13.0% b	5 29.4% 1	5 10.9% b	6 10.5% ab	0 0.0%	7 12.3% b	2 6.7% abg
4=	75 12.3%	0 0.0% CdEhJk	3 12.0%	2 50.0% Ail	1 25.0% a	5 33.3% Al	7 13.0%	2 11.8%	8 17.4% a	7 12.3% c	3 33.3% Al	10 17.5% a	2 6.7% cej
5=	80 13.1%	4 16.0%	2 8.0% h	0 0.0%	0 0.0%	3 20.0%	12 22.2% gi	0 0.0% fh	13 28.3% bgIk	4 7.0% fH	1 11.1%	6 10.5% h	5 16.7%
6=	66 10.8%	5 20.0%	3 12.0%	1 25.0% g	0 0.0%	1 6.7%	11 20.4% gi	0 0.0% cf	4 8.7%	4 7.0% f	1 11.1%	11 19.3%	3 10.0%
7=Very Likely	43 7.0%	0 0.0% dh	0 0.0% dh	0 0.0%	1 25.0% abI	2 13.3% I	3 5.6%	1 5.9%	7 15.2% abI	0 0.0% DEHKL	0 0.0%	4 7.0% i	4 13.3% I
Mean	3.5	3.4	3.0	4.3	3.5	4.1	4.0	2.5	4.4	2.5	3.4	3.8	3.5
SD	1.9	1.8 hi	1.7 fH	1.3 i	2.6	1.9 gI	1.8 bGI	1.6 eFHk	1.7 aBGI	1.5 acEFHkI	1.5	1.9 gI	2.3 i

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new global competitors

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 23.0%	148 24.2%	74 12.1%	62 10.1%	123 20.1%	43 7.0%	52 8.5%	23 3.8%	57 9.3%
1=Not Likely	19 13.5%	32 21.6%	17 23.0%	10 16.1%	19 15.4%	12 27.9%	14 26.9%	3 13.0%	12 21.1%	4 10.8%
2=	21 14.9%	26 17.6%	12 16.2%	20 32.3%	26 21.1%	7 16.3%	7 13.5%	5 21.7%	11 19.3%	6 16.2%
	D	d	d	Abc						
3=	18 12.8%	25 16.9%	15 20.3%	5 8.1%	17 13.8%	2 4.7%	7 13.5%	4 17.4%	11 19.3%	6 16.2%
			d	c		e			b	
4=	19 13.5%	22 14.9%	8 10.8%	11 17.7%	21 17.1%	7 16.3%	5 9.6%	3 13.0%	8 14.0%	3 8.1%
5=	26 18.4%	17 11.5%	12 16.2%	4 6.5%	15 12.2%	10 23.3%	7 13.5%	3 13.0%	5 8.8%	8 21.6%
	d			a		e			b	
6=	21 14.9%	17 11.5%	6 8.1%	7 11.3%	15 12.2%	4 9.3%	8 15.4%	5 21.7%	8 14.0%	4 10.8%
7=Very Likely	17 12.1%	6 4.1%	4 5.4%	5 8.1%	10 8.1%	1 2.3%	4 7.7%	0 0.0%	2 3.5%	6 16.2%
	b	a				f		f	f	bde
Mean	4.0	3.3	3.3	3.3	3.6	3.3	3.5	3.6	3.3	4.1
SD	2.0	1.8	1.8	1.9	1.9	1.9	2.1	1.8	1.8	2.0
	BCd	A	A	a					f	e

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: Emergence of new global competitors

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 29.4%	92 15.0%	55 9.0%	112 18.3%	89 14.5%	54 8.8%	25 4.1%	50 8.2%
1=Not Likely	36 20.0%	18 19.6%	8 14.5%	20 17.9%	18 20.2%	12 22.2%	5 20.0%	5 10.0%
2=	32 17.8%	16 17.4%	13 23.6%	23 20.5%	13 14.6%	11 20.4%	6 24.0%	9 18.0%
3=	24 13.3%	17 18.5%	7 12.7%	15 13.4%	12 13.5%	7 13.0%	6 24.0%	8 16.0%
4=	26 14.4%	16 17.4%	6 10.9%	16 14.3% d	14 15.7% d	7 13.0%	0 0.0% abe	10 20.0% d
5=	25 13.9%	12 13.0%	8 14.5%	16 14.3%	16 18.0%	6 11.1%	4 16.0%	8 16.0%
6=	21 11.7%	11 12.0%	9 16.4%	13 11.6%	13 14.6%	7 13.0%	2 8.0%	6 12.0%
7=Very Likely	16 8.9% b	2 2.2% a	4 7.3%	9 8.0%	3 3.4%	4 7.4%	2 8.0%	4 8.0%
Mean	3.6	3.3	3.7	3.5	3.5	3.4	3.2	3.8
SD	2.0	1.7	1.9	1.9	1.9	2.0	1.9	1.8

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More intense rivalry for customers

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmach. L
Total	612 100.0%	25 4.1%	25 4.1%	4 0.7%	4 0.7%	15 2.5%	54 8.8%	17 2.8%	46 7.5%	57 9.3%	9 1.5%	57 9.3%	30 4.9%
1=Not Likely	11 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	1 1.9%	0 0.0%	0 0.0%	1 1.8%	0 0.0%	1 1.8%	2 6.7%
2=	13 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	3 6.5%	3 5.3%	0 0.0%	0 0.0%	1 3.3%
3=	47 7.7%	2 8.0%	0 0.0%	0 0.0%	0 0.0%	2 13.3%	1 1.9%	2 11.8%	2 4.3%	3 5.3%	1 11.1%	6 10.5%	3 10.0%
4=	71 11.6%	3 12.0%	4 16.0%	1 25.0%	1 25.0%	2 13.3%	4 7.4% j	1 5.9%	3 6.5% j	10 17.5%	3 33.3% fh	8 14.0%	3 10.0%
5=	128 20.9%	5 20.0%	5 20.0%	2 50.0% l	1 25.0%	4 26.7%	11 20.4%	5 29.4% l	13 28.3% l	11 19.3%	1 11.1%	14 24.6% l	2 6.7% cghk
6=	161 26.3%	8 32.0%	8 32.0%	1 25.0%	0 0.0%	3 20.0%	23 42.6% k	4 23.5%	19 41.3%	20 35.1%	1 11.1%	14 24.6% f	9 30.0%
7=Very Likely	135 22.1%	7 28.0%	8 32.0%	0 0.0%	2 50.0%	2 13.3%	14 25.9%	5 29.4%	6 13.0% l	9 15.8%	3 33.3%	14 24.6%	10 33.3% h
Mean	5.3	5.6	5.8	5.0	5.8	4.6	5.8	5.5	5.3	5.2	5.2	5.3	5.3
SD	1.5	1.3 e	1.1 e	0.8	1.5	1.8 abF	1.2 Ei	1.3	1.3	1.5 f	1.6	1.4	1.9

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More intense rivalry for customers

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 23.0%	148 24.2%	74 12.1%	62 10.1%	123 20.1%	43 7.0%	52 8.5%	23 3.8%	57 9.3%
1=Not Likely	2 1.4%	2 1.4%	2 2.7%	2 3.2%	3 2.4%	1 2.3%	0 0.0%	0 0.0%	2 3.5%	0 0.0%
2=	5 3.5%	3 2.0%	1 1.4%	2 3.2%	1 0.8%	2 4.7%	2 3.8%	1 4.3%	1 1.8%	1 2.7%
3=	6 4.3%	10 6.8%	9 12.2%	5 8.1%	14 11.4%	2 4.7%	5 9.6%	2 8.7%	1 1.8%	0 0.0%
4=	10 7.1%	22 14.9%	8 10.8%	8 12.9%	20 16.3%	6 14.0%	5 9.6%	1 4.3%	5 8.8%	3 8.1%
5=	36 25.5%	34 23.0%	16 21.6%	11 17.7%	24 19.5%	8 18.6%	11 21.2%	6 26.1%	12 21.1%	11 29.7%
6=	48 34.0%	38 25.7%	23 31.1%	16 25.8%	36 29.3%	14 32.6%	18 34.6%	7 30.4%	20 35.1%	14 37.8%
7=Very Likely	34 24.1%	37 25.0%	15 20.3%	18 29.0%	25 20.3%	10 23.3%	11 21.2%	6 26.1%	16 28.1%	8 21.6%
Mean	5.5	5.4	5.2	5.3	5.2	5.3	5.4	5.5	5.6	5.6
SD	1.4	1.4	1.5	1.6	1.5	1.5	1.4	1.4	1.4	1.1

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More intense rivalry for customers

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 29.4%	92 15.0%	55 9.0%	112 18.3%	89 14.5%	54 8.8%	25 4.1%	50 8.2%
1=Not Likely	3 1.7%	2 2.2%	1 1.8%	2 1.8%	0 0.0%	2 3.7%	0 0.0%	1 2.0%
2=	4 2.2%	3 3.3%	0 0.0%	3 2.7%	1 1.1%	2 3.7%	1 4.0%	1 2.0%
3=	11 6.1%	8 8.7%	4 7.3%	13 11.6% e	7 7.9% e	3 5.6%	0 0.0%	0 0.0% ab
4=	16 8.9% c	11 12.0%	11 20.0% a	18 16.1%	8 9.0%	3 5.6%	1 4.0%	8 16.0%
5=	37 20.6%	22 23.9%	13 23.6%	22 19.6%	20 22.5%	14 25.9%	7 28.0%	12 24.0%
6=	61 33.9%	30 32.6%	17 30.9%	30 26.8% d	28 31.5%	16 29.6%	13 52.0% a	18 36.0%
7=Very Likely	48 26.7%	16 17.4%	9 16.4%	24 21.4%	25 28.1%	14 25.9%	3 12.0%	10 20.0%
Mean	5.5	5.2	5.2	5.2	5.6	5.4	5.6	5.5
SD	1.4	1.5	1.3	1.5 b	1.3 a	1.6	1.0	1.3

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor innovation

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	612 100.0%	25 4.1%	25 4.1%	4 0.7%	4 0.7%	15 2.5%	54 8.8%	17 2.8%	46 7.5%	57 9.3%	9 1.5%	57 9.3%	30 4.9%
1=Not Likely	14 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	0 0.0%	0 0.0%	1 2.2%	3 5.3%	0 0.0%	0 0.0%	2 6.7%
2=	45 7.4%	3 12.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	7 13.0%	3 17.6%	1 2.2%	6 10.5%	0 0.0%	5 8.8%	1 3.3%
3=	79 12.9%	2 8.0%	1 4.0%	1 25.0%	1 25.0%	2 13.3%	5 9.3%	5 29.4%	5 10.9%	8 14.0%	0 0.0%	12 21.1%	5 16.7%
4=	129 21.1%	3 12.0%	7 28.0%	1 25.0%	1 25.0%	3 20.0%	13 24.1%	2 11.8%	13 28.3%	17 29.8%	2 22.2%	13 22.8%	6 20.0%
5=	136 22.2%	7 28.0%	6 24.0%	1 25.0%	1 25.0%	5 33.3%	17 31.5%	5 29.4%	12 26.1%	11 19.3%	3 33.3%	14 24.6%	5 16.7%
6=	102 16.7%	5 20.0%	6 24.0%	1 25.0%	0 0.0%	3 20.0%	10 18.5%	1 5.9%	6 13.0%	12 21.1%	2 22.2%	5 8.8%	6 20.0%
7=Very Likely	59 9.6%	4 16.0%	4 16.0%	0 0.0%	1 25.0%	1 6.7%	2 3.7%	1 5.9%	7 15.2%	0 0.0%	2 22.2%	8 14.0%	5 16.7%
Mean	4.5	4.9	5.1	4.5	4.8	4.6	4.4	3.9	4.8	4.1	5.4	4.5	4.6
SD	1.5	1.6	1.3	1.3	1.7	1.5	1.4	1.5	1.4	1.4	1.1	1.5	1.8
		i	gI				j	bhj	gi	aBhj	fgi		

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor innovation

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=612									
Total	141 23.0%	148 24.2%	74 12.1%	62 10.1%	123 20.1%	43 7.0%	52 8.5%	23 3.8%	57 9.3%	37 6.0%
1=Not Likely	1 0.7%	3 2.0%	3 4.1%	3 4.8%	4 3.3%	2 4.7%	0 0.0%	0 0.0%	2 3.5%	0 0.0%
2=	15 10.6%	10 6.8%	4 5.4%	4 6.5%	7 5.7%	4 9.3%	6 11.5%	1 4.3%	5 8.8%	2 5.4%
3=	21 14.9%	19 12.8%	12 16.2%	7 11.3%	22 17.9%	3 7.0%	10 19.2%	3 13.0%	6 10.5%	4 10.8%
4=	31 22.0%	37 25.0%	16 21.6%	18 29.0%	34 27.6%	10 23.3%	9 17.3%	7 30.4%	11 19.3%	9 24.3%
5=	35 24.8%	38 25.7%	16 21.6%	13 21.0%	24 19.5%	12 27.9%	14 26.9%	5 21.7%	19 33.3%	9 24.3%
6=	24 17.0%	21 14.2%	15 20.3%	12 19.4%	18 14.6%	9 20.9%	10 19.2%	3 13.0%	7 12.3%	10 27.0%
7=Very Likely	13 9.2%	18 12.2%	8 10.8%	4 6.5%	13 10.6%	3 7.0%	3 5.8%	3 13.0%	7 12.3%	3 8.1%
Mean	4.5	4.6	4.6	4.4	4.4	4.5	4.4	4.7	4.6	4.8
SD	1.5	1.5	1.6	1.5	1.5	1.5	1.4	1.4	1.6	1.3

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor innovation

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 29.4%	92 15.0%	55 9.0%	112 18.3%	89 14.5%	54 8.8%	25 4.1%	50 8.2%
1=Not Likely	5 2.8%	2 2.2%	0 0.0%	2 1.8%	1 1.1%	1 1.9%	1 4.0%	1 2.0%
2=	17 9.4%	8 8.7%	2 3.6%	9 8.0%	7 7.9%	8 14.8%	1 4.0%	1 2.0%
3=	21 11.7%	16 17.4%	9 16.4%	18 16.1%	8 9.0%	13 24.1%	1 4.0%	5 10.0%
4=	43 23.9%	22 23.9%	14 25.5%	29 25.9%	23 25.8%	8 14.8%	7 28.0%	11 22.0%
5=	41 22.8%	27 29.3%	13 23.6%	26 23.2%	27 30.3%	8 14.8%	7 28.0%	14 28.0%
6=	31 17.2%	11 12.0%	14 25.5%	16 14.3%	18 20.2%	7 13.0%	6 24.0%	12 24.0%
7=Very Likely	22 12.2%	5 5.4%	3 5.5%	11 9.8%	5 5.6%	8 14.8%	2 8.0%	6 12.0%
Mean	4.6	4.3	4.7	4.4	4.6	4.3	4.8	4.9
SD	1.6	1.4	1.3	1.5	1.3	1.7	1.4	1.4

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor price-cutting

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	612 100.0%	25 4.1%	25 4.1%	4 0.7%	4 0.7%	15 2.5%	54 8.8%	17 2.8%	46 7.5%	57 9.3%	9 1.5%	57 9.3%	30 4.9%
1=Not Likely	15 2.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 13.3% hk	1 1.9%	0 0.0%	0 0.0% el	2 3.5%	0 0.0%	1 1.8% e	3 10.0% h
2=	33 5.4%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	2 13.3%	3 5.6%	0 0.0%	2 4.3%	7 12.3%	1 11.1%	4 7.0%	2 6.7%
3=	49 8.0%	0 0.0% l	2 8.0%	0 0.0%	0 0.0%	1 6.7%	3 5.6% l	0 0.0%	3 6.5%	7 12.3%	0 0.0%	5 8.8%	6 20.0% af
4=	76 12.4%	2 8.0%	1 4.0%	0 0.0%	0 0.0%	3 20.0% l	7 13.0% l	1 5.9%	10 21.7% L	8 14.0% l	2 22.2% l	5 8.8%	0 0.0% efHij
5=	136 22.2%	8 32.0%	8 32.0%	3 75.0% Fhjkl	2 50.0% j	3 20.0%	9 16.7% Cg	7 41.2% fj	10 21.7% c	18 31.6%	0 0.0% cdg	11 19.3% c	7 23.3% c
6=	153 25.0%	9 36.0% i	8 32.0%	1 25.0%	1 25.0%	2 13.3% gj	17 31.5%	8 47.1% ell	11 23.9%	9 15.8% aGJk	5 55.6% ell	18 31.6% i	5 16.7% gi
7=Very Likely	101 16.5%	6 24.0%	5 20.0%	0 0.0%	1 25.0%	2 13.3%	13 24.1%	1 5.9%	10 21.7%	6 10.5%	1 11.1%	13 22.8%	7 23.3%
Mean	5.0	5.8	5.4	5.3	5.8	4.1	5.3	5.5	5.2	4.5	5.2	5.2	4.6
SD	1.6	0.9 EIl	1.3 ei	0.5	1.0	2.0 Abfghk	1.6 eI	0.7 ei	1.4 ei	1.6 AbFghk	1.6	1.6 ei	2.0 a

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor price-cutting

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=612									
Total	141 23.0%	148 24.2%	74 12.1%	62 10.1%	123 20.1%	43 7.0%	52 8.5%	23 3.8%	57 9.3%	37 6.0%
1=Not Likely	3 2.1%	1 0.7% d	2 2.7%	4 6.5% b	4 3.3%	1 2.3%	1 1.9%	0 0.0%	3 5.3%	0 0.0%
2=	7 5.0%	11 7.4%	3 4.1%	4 6.5%	6 4.9%	2 4.7%	0 0.0% def	2 8.7% c	7 12.3% c	4 10.8% c
3=	9 6.4%	15 10.1%	4 5.4%	7 11.3%	15 12.2%	2 4.7%	4 7.7%	1 4.3%	3 5.3%	2 5.4%
4=	14 9.9%	15 10.1%	8 10.8%	11 17.7%	17 13.8% c	6 14.0% c	1 1.9% abDe	5 21.7% C	7 12.3% c	3 8.1%
5=	29 20.6% c	38 25.7%	27 36.5% a	14 22.6%	30 24.4%	7 16.3%	16 30.8%	5 21.7%	13 22.8%	13 35.1%
6=	43 30.5%	34 23.0%	20 27.0%	17 27.4%	29 23.6%	13 30.2%	19 36.5%	5 21.7%	16 28.1%	10 27.0%
7=Very Likely	35 24.8% D	31 20.9% d	10 13.5%	4 6.5% Ab	21 17.1%	12 27.9%	11 21.2%	5 21.7%	8 14.0%	5 13.5%
Mean	5.3	5.1	5.1	4.5	4.9	5.4	5.5	5.1	4.8	5.0
SD	1.5 D	1.6 d	1.4 d	1.6 Abc	1.6 c	1.6	1.3 aE	1.5	1.8 C	1.5

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More competitor price-cutting

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 29.4%	92 15.0%	55 9.0%	112 18.3%	89 14.5%	54 8.8%	25 4.1%	50 8.2%
1=Not Likely	5 2.8%	3 3.3%	1 1.8%	3 2.7%	1 1.1%	2 3.7%	1 4.0%	1 2.0%
2=	10 5.6%	8 8.7%	3 5.5%	3 2.7% E	5 5.6%	5 9.3%	1 4.0%	7 14.0% A
3=	13 7.2%	9 9.8%	5 9.1%	13 11.6%	7 7.9%	3 5.6%	3 12.0%	2 4.0%
4=	17 9.4%	11 12.0%	9 16.4%	14 12.5%	11 12.4%	5 9.3%	4 16.0%	7 14.0%
5=	45 25.0%	25 27.2%	12 21.8%	27 24.1%	19 21.3%	15 27.8%	7 28.0%	13 26.0%
6=	48 26.7%	21 22.8%	19 34.5%	28 25.0%	30 33.7%	15 27.8%	5 20.0%	10 20.0%
7=Very Likely	42 23.3% c	14 15.2%	6 10.9% a	23 20.5%	16 18.0%	9 16.7%	4 16.0%	10 20.0%
Mean	5.2	4.8	5.0	5.1	5.2	5.0	4.8	4.9
SD	1.6	1.6	1.5	1.5	1.5	1.7	1.6	1.7

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More cooperation on non-price strategies

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	612 100.0%	25 4.1%	25 4.1%	4 0.7%	4 0.7%	15 2.5%	54 8.8%	17 2.8%	46 7.5%	57 9.3%	9 1.5%	57 9.3%	30 4.9%
1=Not Likely	67 10.9%	1 4.0% il	4 16.0%	1 25.0%	1 25.0%	2 13.3%	3 5.6% iL	1 5.9%	3 6.5% iL	13 22.8% afhk	1 11.1%	5 8.8% il	9 30.0% aFHK
2=	84 13.7%	3 12.0%	4 16.0%	1 25.0%	1 25.0%	1 6.7%	8 14.8%	4 23.5%	8 17.4%	9 15.8%	1 11.1%	9 15.8%	2 6.7%
3=	78 12.7%	2 8.0%	4 16.0%	1 25.0%	0 0.0%	1 6.7%	8 14.8%	4 23.5%	3 6.5%	6 10.5%	2 22.2%	7 12.3%	4 13.3%
4=	172 28.1%	14 56.0% bdfgHijkL	6 24.0% a	1 25.0%	0 0.0% a	7 46.7% h	14 25.9% a	3 17.6% a	9 19.6% Ae	18 31.6% a	1 11.1% a	17 29.8% a	6 20.0% A
5=	96 15.7%	2 8.0% fh	3 12.0%	0 0.0%	0 0.0%	4 26.7%	17 31.5% ail	4 23.5%	15 32.6% aiL	8 14.0% fh	2 22.2%	12 21.1%	2 6.7% fH
6=	47 7.7%	1 4.0%	4 16.0%	0 0.0%	1 25.0%	0 0.0%	3 5.6%	1 5.9%	7 15.2%	3 5.3%	1 11.1%	5 8.8%	4 13.3%
7=Very Likely	17 2.8%	2 8.0% i	0 0.0% d	0 0.0%	1 25.0% bfgHl	0 0.0%	1 1.9% d	0 0.0% d	1 2.2% d	0 0.0% aDj	1 11.1% i	2 3.5%	2 6.7%
Mean	3.6	4.0	3.5	2.5	4.0	3.7	3.9	3.5	4.1	3.1	4.0	3.8	3.3
SD	1.6	1.4 i	1.7	1.3	2.9	1.3	1.4 i	1.4	1.6 I	1.6 afHK	1.9	1.6 i	2.0

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More cooperation on non-price strategies

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 23.0%	148 24.2%	74 12.1%	62 10.1%	123 20.1%	43 7.0%	52 8.5%	23 3.8%	57 9.3%
1=Not Likely	15 10.6% D	12 8.1% D	6 8.1% D	16 25.8% ABC	18 14.6%	3 7.0% c	12 23.1% be	1 4.3%	5 8.8% c	5 13.5%
2=	17 12.1%	26 17.6%	15 20.3%	8 12.9%	16 13.0% d	7 16.3%	7 13.5%	7 30.4% a	8 14.0%	5 13.5%
3=	14 9.9% c	20 13.5%	15 20.3% a	9 14.5%	10 8.1% bc	9 20.9% a	11 21.2% a	1 4.3%	7 12.3%	3 8.1%
4=	46 32.6%	40 27.0%	25 33.8%	13 21.0%	35 28.5%	9 20.9%	12 23.1%	7 30.4%	21 36.8%	11 29.7%
5=	31 22.0%	23 15.5%	10 13.5%	11 17.7%	27 22.0%	7 16.3%	6 11.5%	5 21.7%	12 21.1%	8 21.6%
6=	12 8.5%	16 10.8%	3 4.1%	4 6.5%	12 9.8%	6 14.0%	3 5.8%	2 8.7%	2 3.5%	4 10.8%
7=Very Likely	5 3.5%	8 5.4% c	0 0.0% b	0 0.0%	5 4.1%	2 4.7%	1 1.9%	0 0.0%	1 1.8%	1 2.7%
Mean	3.8	3.8	3.4	3.1	3.8	3.8	3.1	3.6	3.7	3.8
SD	1.6 cD	1.6 cD	1.3 ab	1.7 AB	1.7 c	1.6 c	1.6 ab	1.5	1.4	1.7

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

Topic 1: Marketplace Dynamics - Competitors

Likelihood of: More cooperation on non-price strategies

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 29.4%	92 15.0%	55 9.0%	112 18.3%	89 14.5%	54 8.8%	25 4.1%	50 8.2%
1=Not Likely	20 11.1%	12 13.0%	10 18.2%	13 11.6%	13 14.6%	10 18.5%	3 12.0%	4 8.0%
2=	27 15.0%	11 12.0%	9 16.4%	16 14.3%	10 11.2%	10 18.5%	6 24.0%	7 14.0%
3=	23 12.8%	12 13.0%	7 12.7%	13 11.6%	17 19.1% c	3 5.6% b	3 12.0%	5 10.0%
4=	55 30.6% c	26 28.3%	9 16.4% a	34 30.4%	17 19.1%	16 29.6%	9 36.0%	17 34.0%
5=	35 19.4%	20 21.7%	12 21.8%	20 17.9%	20 22.5%	11 20.4%	3 12.0%	13 26.0%
6=	15 8.3%	7 7.6%	8 14.5%	12 10.7%	10 11.2%	3 5.6%	1 4.0%	4 8.0%
7=Very Likely	5 2.8%	3 3.3%	0 0.0%	4 3.6%	2 2.2%	1 1.9%	0 0.0%	0 0.0%
Mean	3.7	3.7	3.5	3.8	3.7	3.4	3.2	3.8
SD	1.6	1.6	1.7	1.6	1.7	1.7	1.4	1.4

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

Topic 1: Marketplace Dynamics - Channel partners

Focusing on your firm's channel partnerships in this market, are you more or less optimistic about your prospects for revenue growth compared to prior 12 months?

N=475	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	263 100.0%	22 8.4%	17 6.5%	3 1.1%	4 1.5%	13 4.9%	44 16.7%	12 4.6%	41 15.6%	44 16.7%	6 2.3%	35 13.3%	22 8.4%
3=More	224 56.4%	13 59.1%	14 82.4% egIK	1 33.3%	3 75.0%	6 46.2% b	26 59.1%	5 41.7% bh	31 75.6% gIK	18 41.9% BH	3 50.0%	14 41.2% BH	14 63.6%
2=No Change	129 32.5%	9 40.9% bh	1 5.9% aegIK	1 33.3%	1 25.0%	6 46.2% bh	11 25.0%	5 41.7% bh	6 14.6% aegIK	18 41.9% BH	2 33.3%	15 44.1% BH	6 27.3%
1=Less	44 11.1%	0 0.0% ci	2 11.8%	1 33.3% a	0 0.0%	1 7.7%	7 15.9%	2 16.7%	4 9.8%	7 16.3% a	1 16.7%	5 14.7%	2 9.1%
Mean	2.5	2.6	2.7	2.0	2.8	2.4	2.4	2.3	2.7	2.3	2.3	2.3	2.5
SD	0.7	0.5	0.7 ik	1.0	0.5	0.7	0.8	0.8	0.7 Ik	0.7 bH	0.8	0.7 bh	0.7

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

Topic 1: Marketplace Dynamics - Channel partners

Focusing on your firm's channel partnerships in this market, are you more or less optimistic about your prospects for revenue growth compared to prior 12 months?

N=475	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	117 36.3%	100 31.1%	60 18.6%	45 14.0%	93 36.3%	31 12.1%	37 14.5%	17 6.6%	42 16.4%
3=More	72 62.1%	47 49.0%	33 55.9%	26 57.8%	56 60.9%	17 56.7%	21 56.8%	9 56.3%	20 47.6%	19 52.8%
2=No Change	30 25.9%	39 40.6%	20 33.9%	11 24.4%	26 28.3%	8 26.7%	13 35.1%	6 37.5%	18 42.9%	9 25.0%
	b	a								
1=Less	14 12.1%	10 10.4%	6 10.2%	8 17.8%	10 10.9%	5 16.7%	3 8.1%	1 6.3%	4 9.5%	8 22.2%
Mean	2.5	2.4	2.5	2.4	2.5	2.4	2.5	2.5	2.4	2.3
SD	0.7	0.7	0.7	0.8	0.7	0.8	0.7	0.6	0.7	0.8

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

Topic 1: Marketplace Dynamics - Channel partners

Focusing on your firm's channel partnerships in this market, are you more or less optimistic about your prospects for revenue growth compared to prior 12 months?

N=475	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	134 53.6%	71 28.4%	45 18.0%	85 34.0%	65 26.0%	39 15.6%	19 7.6%	42 16.8%
3=More	71 53.8%	39 54.9%	31 70.5%	54 63.5%	33 52.4%	20 52.6%	9 47.4%	26 61.9%
2=No Change	45 34.1% c	24 33.8% c	6 13.6% ab	25 29.4%	19 30.2%	12 31.6%	10 52.6% e	9 21.4% d
1=Less	16 12.1%	8 11.3%	7 15.9%	6 7.1%	11 17.5%	6 15.8%	0 0.0%	7 16.7%
Mean	2.4	2.4	2.5	2.6	2.3	2.4	2.5	2.5
SD	0.7	0.7	0.8	0.6	0.8	0.8	0.5	0.8

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

Topic 1: Marketplace Dynamics - Channel partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic compared to the prior 12 months.

N=475 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	475	22	17	3	4	13	44	12	41	44	6	35	22
Percent	100.0%	8.4%	6.5%	1.1%	1.5%	4.9%	16.7%	4.6%	15.6%	16.7%	2.3%	13.3%	8.4%
Optimism rating	392	21	17	3	4	13	44	12	41	43	5	32	22
	64.0	72.2	62.9	63.3	53.8	61.2	62.3	53.3	71.5	57.1	77.0	60.3	68.2
	17.9	14.6	21.2	7.6	7.5	12.6	15.8	17.9	16.3	15.7	22.2	18.3	17.0
		defGIk			ah	ah	ah	AHjl	defGIK	AHjl	gi	aH	gi

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

Topic 1: Marketplace Dynamics - Channel partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic compared to the prior 12 months.

N=475 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	117	100	60	45	93	31	37	17	42
Percent	36.3%	31.1%	18.6%	14.0%	36.3%	12.1%	14.5%	6.6%	16.4%	14.1%
Optimism rating	116 64.3 18.8	95 62.3 17.0	60 64.5 16.6	42 63.2 17.0	91 64.8 17.0	29 65.2 19.8	37 64.9 17.7	16 62.8 17.9	41 60.0 14.2	36 63.7 20.4

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

Topic 1: Marketplace Dynamics - Channel partners

Rate your optimism about your prospects for revenue growth on a scale from 0-100 with 0 being the least optimistic and 100 being the most optimistic compared to the prior 12 months.

N=475 Number Mean SD	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Number	134	71	45	85	65	39	19	42
Percent	53.6%	28.4%	18.0%	34.0%	26.0%	15.6%	7.6%	16.8%
Optimism rating	130 62.7 16.5	70 64.1 19.0	45 67.4 16.6	83 66.5 16.8 c	64 63.9 18.1	38 59.0 17.8 a	19 62.4 14.5	42 64.7 17.3

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's purchase volume

N=475	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	263 100.0%	22 8.4%	17 6.5%	3 1.1%	4 1.5%	13 4.9%	44 16.7%	12 4.6%	41 15.6%	44 16.7%	6 2.3%	35 13.3%	22 8.4%
3=Increase	205 52.2%	13 65.0% dik	10 58.8% d	2 66.7%	0 0.0% abfHI	7 53.8%	29 65.9% dIK	5 45.5%	30 73.2% DIK	14 32.6% aFHI	3 60.0%	11 31.4% aFHI	13 59.1% dik
2=No Change	144 36.6%	4 20.0% Ik	5 29.4%	1 33.3%	2 50.0%	4 30.8%	9 20.5% IK	5 45.5%	10 24.4% Ik	24 55.8% AFH	1 20.0%	17 48.6% aFh	7 31.8%
1=Decrease	44 11.2%	3 15.0%	2 11.8%	0 0.0%	2 50.0% Hil	2 15.4%	6 13.6%	1 9.1%	1 2.4% Dk	5 11.6% d	1 20.0%	7 20.0% h	2 9.1% d
Mean	2.4	2.5	2.5	2.7	1.5	2.4	2.5	2.4	2.7	2.2	2.4	2.1	2.5
SD	0.7	0.8 d	0.7 d	0.6 d	0.6 abcFgHil	0.8	0.7 Dik	0.7 d	0.5 DIK	0.6 dfH	0.9	0.7 fHI	0.7 dk

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's purchase volume

N=475	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	117 36.3%	100 31.1%	60 18.6%	45 14.0%	93 36.3%	31 12.1%	37 14.5%	17 6.6%	42 16.4%
3=Increase	79 68.7% BcD	39 39.8% A	30 51.7% a	18 42.9% A	56 60.9% e	14 45.2%	21 58.3%	6 40.0%	16 39.0% a	19 52.8%
2=No Change	22 19.1% BCD	48 49.0% A	22 37.9% A	17 40.5% A	26 28.3% e	12 38.7%	11 30.6%	7 46.7%	21 51.2% a	11 30.6%
1=Decrease	14 12.2%	11 11.2%	6 10.3%	7 16.7%	10 10.9%	5 16.1%	4 11.1%	2 13.3%	4 9.8%	6 16.7%
Mean	2.6	2.3	2.4	2.3	2.5	2.3	2.5	2.3	2.3	2.4
SD	0.7 Bd	0.7 A	0.7	0.7 a	0.7	0.7	0.7	0.7	0.6	0.8

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's purchase volume

N=475	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	134 53.6%	71 28.4%	45 18.0%	85 34.0%	65 26.0%	39 15.6%	19 7.6%	42 16.8%
3=Increase	66 50.0%	36 52.2%	30 66.7%	50 59.5%	32 50.0%	18 47.4%	9 50.0%	24 57.1%
2=No Change	48 36.4%	24 34.8%	11 24.4%	26 31.0%	22 34.4%	17 44.7%	7 38.9%	11 26.2%
1=Decrease	18 13.6%	9 13.0%	4 8.9%	8 9.5%	10 15.6%	3 7.9%	2 11.1%	7 16.7%
Mean	2.4	2.4	2.6	2.5	2.3	2.4	2.4	2.4
SD	0.7	0.7	0.7	0.7	0.7	0.6	0.7	0.8

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's price per unit

N=475	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	263 100.0%	22 8.4%	17 6.5%	3 1.1%	4 1.5%	13 4.9%	44 16.7%	12 4.6%	41 15.6%	44 16.7%	6 2.3%	35 13.3%	22 8.4%
3=Increase	74 18.9%	6 30.0% k	5 29.4%	0 0.0%	0 0.0%	6 46.2% fiK	6 13.6% e	3 27.3%	10 24.4%	6 14.0% e	1 20.0%	3 8.6% aE	6 28.6%
2=No Change	238 60.7%	9 45.0%	4 23.5% FhIk	2 66.7%	3 75.0%	6 46.2%	28 63.6% B	6 54.5%	25 61.0% b	30 69.8% B	2 40.0%	22 62.9% b	10 47.6%
1=Decrease	80 20.4%	5 25.0%	8 47.1% ehi	1 33.3%	1 25.0%	1 7.7% b	10 22.7%	2 18.2%	6 14.6% b	7 16.3% b	2 40.0%	10 28.6%	5 23.8%
Mean	2.0	2.1	1.8	1.7	1.8	2.4	1.9	2.1	2.1	2.0	1.8	1.8	2.0
SD	0.6	0.8	0.9	0.6	0.5	0.7 fiK	0.6 e	0.7	0.6 k	0.6 e	0.8	0.6 Eh	0.7

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's price per unit

N=475

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	117 36.3%	100 31.1%	60 18.6%	45 14.0%	93 36.3%	31 12.1%	37 14.5%	17 6.6%	42 16.4%
3=Increase	24 21.1%	15 15.3%	13 22.4%	7 16.7%	18 19.8%	5 16.1%	6 16.7%	4 26.7%	7 17.1%	11 30.6%
2=No Change	67 58.8%	61 62.2%	31 53.4%	28 66.7%	53 58.2%	19 61.3%	21 58.3%	9 60.0%	25 61.0%	19 52.8%
1=Decrease	23 20.2%	22 22.4%	14 24.1%	7 16.7%	20 22.0%	7 22.6%	9 25.0%	2 13.3%	9 22.0%	6 16.7%
Mean	2.0	1.9	2.0	2.0	2.0	1.9	1.9	2.1	2.0	2.1
SD	0.6	0.6	0.7	0.6	0.6	0.6	0.6	0.6	0.6	0.7

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's price per unit

N=475	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	134 53.6%	71 28.4%	45 18.0%	85 34.0%	65 26.0%	39 15.6%	19 7.6%	42 16.8%
3=Increase	19 14.5% c	17 24.6%	14 31.1% a	13 15.7% e	13 20.3%	9 23.7%	3 16.7%	13 31.0% a
2=No Change	82 62.6%	39 56.5%	22 48.9%	54 65.1%	36 56.3%	21 55.3%	11 61.1%	21 50.0%
1=Decrease	30 22.9%	13 18.8%	9 20.0%	16 19.3%	15 23.4%	8 21.1%	4 22.2%	8 19.0%
Mean	1.9	2.1	2.1	2.0	2.0	2.0	1.9	2.1
SD	0.6	0.7	0.7	0.6	0.7	0.7	0.6	0.7

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner will buy related products and services

N=475	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	263 100.0%	22 8.4%	17 6.5%	3 1.1%	4 1.5%	13 4.9%	44 16.7%	12 4.6%	41 15.6%	44 16.7%	6 2.3%	35 13.3%	22 8.4%
3=Increase	157 40.5%	14 70.0% dFGikl	8 47.1%	1 33.3%	0 0.0% ah	5 38.5%	14 31.8% AH	1 10.0% AH	25 62.5% dFGik	17 39.5% ah	2 40.0%	12 34.3% ah	8 38.1% a
2=No Change	208 53.6%	5 25.0% eFGi	8 47.1%	1 33.3%	3 75.0%	8 61.5% a	28 63.6% AH	8 80.0% AH	13 32.5% FGi	25 58.1% ah	3 60.0%	18 51.4%	11 52.4%
1=Decrease	23 5.9%	1 5.0%	1 5.9%	1 33.3% ei	1 25.0% i	0 0.0% c	2 4.5%	1 10.0%	2 5.0%	1 2.3% cd	0 0.0%	5 14.3%	2 9.5%
Mean	2.3	2.7	2.4	2.0	1.8	2.4	2.3	2.0	2.6	2.4	2.4	2.2	2.3
SD	0.6	0.6 DfGk	0.6	1.0	0.5 Aehi	0.5 d	0.5 ah	0.5 AHi	0.6 dfGk	0.5 dg	0.5	0.7 ah	0.6

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner will buy related products and services

N=475

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	117 36.3%	100 31.1%	60 18.6%	45 14.0%	93 36.3%	31 12.1%	37 14.5%	17 6.6%	42 16.4%
3=Increase	51 44.7%	38 39.2%	25 43.1%	14 34.1%	39 43.3%	14 45.2%	15 41.7%	5 33.3%	15 37.5%	16 44.4%
2=No Change	56 49.1%	51 52.6%	31 53.4%	25 61.0%	45 50.0%	14 45.2%	21 58.3%	10 66.7%	22 55.0%	15 41.7%
1=Decrease	7 6.1%	8 8.2%	2 3.4%	2 4.9%	6 6.7%	3 9.7%	0 0.0% f	0 0.0%	3 7.5%	5 13.9% c
Mean	2.4	2.3	2.4	2.3	2.4	2.4	2.4	2.3	2.3	2.3
SD	0.6	0.6	0.6	0.6	0.6	0.7	0.5	0.5	0.6	0.7

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner will buy related products and services

N=475	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	134 53.6%	71 28.4%	45 18.0%	85 34.0%	65 26.0%	39 15.6%	19 7.6%	42 16.8%
3=Increase	50 38.5%	31 44.9%	23 52.3%	33 40.2%	28 43.8%	13 35.1%	8 44.4%	20 47.6%
2=No Change	72 55.4%	32 46.4%	20 45.5%	43 52.4%	32 50.0%	23 62.2%	10 55.6%	19 45.2%
1=Decrease	8 6.2%	6 8.7%	1 2.3%	6 7.3%	4 6.3%	1 2.7%	0 0.0%	3 7.1%
Mean	2.3	2.4	2.5	2.3	2.4	2.3	2.4	2.4
SD	0.6	0.6	0.5	0.6	0.6	0.5	0.5	0.6

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: My firm will deal directly with end customers, not through channel partners

N=475	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	263 100.0%	22 8.4%	17 6.5%	3 1.1%	4 1.5%	13 4.9%	44 16.7%	12 4.6%	41 15.6%	44 16.7%	6 2.3%	35 13.3%	22 8.4%
3=Increase	113 29.5%	6 30.0%	6 37.5%	1 33.3%	2 66.7%	4 30.8%	14 33.3%	4 36.4%	10 24.4%	14 34.1%	3 50.0%	11 32.4%	6 28.6%
2=No Change	239 62.4%	11 55.0%	9 56.3%	2 66.7%	1 33.3%	9 69.2% j	26 61.9% j	7 63.6%	22 53.7%	26 63.4% j	1 16.7% efik	21 61.8% j	13 61.9%
1=Decrease	31 8.1%	3 15.0%	1 6.3%	0 0.0%	0 0.0%	0 0.0% j	2 4.8% hj	0 0.0%	9 22.0% fi	1 2.4% HJ	2 33.3% efIk	2 5.9% j	2 9.5%
Mean	2.2	2.2	2.3	2.3	2.7	2.3	2.3	2.4	2.0	2.3	2.2	2.3	2.2
SD	0.6	0.7	0.6	0.6	0.6	0.5	0.6	0.5	0.7 i	0.5 h	1.0	0.6	0.6

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: My firm will deal directly with end customers, not through channel partners

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=475									
Total	117 36.3%	100 31.1%	60 18.6%	45 14.0%	93 36.3%	31 12.1%	37 14.5%	17 6.6%	42 16.4%	36 14.1%
3=Increase	29 25.9% d	26 27.7% d	20 34.5%	19 47.5% ab	29 32.6%	11 36.7%	12 32.4%	3 20.0%	15 37.5%	11 32.4%
2=No Change	71 63.4%	59 62.8%	33 56.9%	20 50.0%	53 59.6%	15 50.0%	21 56.8%	12 80.0%	22 55.0%	21 61.8%
1=Decrease	12 10.7%	9 9.6%	5 8.6%	1 2.5%	7 7.9%	4 13.3%	4 10.8%	0 0.0%	3 7.5%	2 5.9%
Mean	2.2	2.2	2.3	2.5	2.2	2.2	2.2	2.2	2.3	2.3
SD	0.6 D	0.6 d	0.6	0.6 Ab	0.6	0.7	0.6	0.4	0.6	0.6

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: My firm will deal directly with end customers, not through channel partners

N=475	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	134 53.6%	71 28.4%	45 18.0%	85 34.0%	65 26.0%	39 15.6%	19 7.6%	42 16.8%
3=Increase	38 29.5%	22 32.8%	19 44.2%	25 30.9%	23 35.9%	14 36.8%	5 31.3%	10 25.0%
2=No Change	81 62.8%	38 56.7%	20 46.5%	48 59.3%	36 56.3%	23 60.5%	8 50.0%	26 65.0%
1=Decrease	10 7.8%	7 10.4%	4 9.3%	8 9.9%	5 7.8%	1 2.6%	3 18.8%	4 10.0%
Mean	2.2	2.2	2.3	2.2	2.3	2.3	2.1	2.2
SD	0.6	0.6	0.7	0.6	0.6	0.5	0.7	0.6

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's level of power in our relationship

N=475	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	263 100.0%	22 8.4%	17 6.5%	3 1.1%	4 1.5%	13 4.9%	44 16.7%	12 4.6%	41 15.6%	44 16.7%	6 2.3%	35 13.3%	22 8.4%
3=Increase	91 23.3%	11 55.0% bEijkl	2 12.5% a	0 0.0%	2 50.0% e	0 0.0% Adfh	15 34.1% ei	3 27.3%	15 36.6% ei	6 14.0% Afh	0 0.0% a	7 20.6% a	4 18.2% a
2=No Change	231 59.1%	7 35.0% b	12 75.0% af	2 66.7%	2 50.0%	9 69.2%	19 43.2% b	7 63.6%	20 48.8%	26 60.5%	4 80.0%	18 52.9%	13 59.1%
1=Decrease	69 17.6%	2 10.0%	2 12.5%	1 33.3%	0 0.0%	4 30.8%	10 22.7%	1 9.1%	6 14.6%	11 25.6%	1 20.0%	9 26.5%	5 22.7%
Mean	2.1	2.5	2.0	1.7	2.5	1.7	2.1	2.2	2.2	1.9	1.8	1.9	2.0
SD	0.6	0.7 bEikl	0.5 a	0.6	0.6 e	0.5 Adgh	0.8	0.6 e	0.7 ei	0.6 Ah	0.4	0.7 a	0.7 a

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's level of power in our relationship

N=475

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	117 36.3%	100 31.1%	60 18.6%	45 14.0%	93 36.3%	31 12.1%	37 14.5%	17 6.6%	42 16.4%
3=Increase	36 31.3% d	19 19.6%	16 27.6%	5 12.2% a	22 24.4%	8 25.8%	9 25.0%	5 33.3%	10 24.4%	7 19.4%
2=No Change	60 52.2%	60 61.9%	32 55.2%	25 61.0%	48 53.3%	18 58.1%	18 50.0%	9 60.0%	23 56.1%	20 55.6%
1=Decrease	19 16.5%	18 18.6%	10 17.2%	11 26.8%	20 22.2%	5 16.1%	9 25.0%	1 6.7%	8 19.5%	9 25.0%
Mean	2.1	2.0	2.1	1.9	2.0	2.1	2.0	2.3	2.0	1.9
SD	0.7 d	0.6	0.7	0.6 a	0.7	0.7	0.7	0.6	0.7	0.7

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

Topic 1: Marketplace Dynamics - Channel partners

Expected change in: Partner's level of power in our relationship

N=475	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	134 53.6%	71 28.4%	45 18.0%	85 34.0%	65 26.0%	39 15.6%	19 7.6%	42 16.8%
3=Increase	32 24.4%	20 29.0%	12 27.3%	21 25.3%	18 28.1%	8 21.1%	5 27.8%	10 23.8%
2=No Change	74 56.5%	32 46.4%	25 56.8%	49 59.0%	31 48.4%	21 55.3%	9 50.0%	23 54.8%
1=Decrease	25 19.1%	17 24.6%	7 15.9%	13 15.7%	15 23.4%	9 23.7%	4 22.2%	9 21.4%
Mean	2.1	2.0	2.1	2.1	2.0	2.0	2.1	2.0
SD	0.7	0.7	0.7	0.6	0.7	0.7	0.7	0.7

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

Topic 2: Firm Growth Strategies

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

N=423 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	423	21	23	4	2	15	53	17	46	55	8
Percent	100.0%	6.4%	7.1%	1.2%	0.6%	4.6%	16.3%	5.2%	14.1%	16.9%	2.5%	16.3%	8.9%
Existing products or services in existing markets	423 51.1 26.2	21 51.2 23.5	23 51.3 21.8	4 35.0 17.8	2 52.5 60.1	15 40.7 20.9	53 44.2 25.6	17 52.1 24.6	46 46.1 24.3	55 58.8 24.1	8 60.0 33.3	53 51.4 25.2	29 47.5 33.8
Existing products or services in new markets	423 15.2 13.9	21 17.4 12.6	23 11.1 10.2 c	4 25.0 20.4 b	2 20.0 21.2	15 15.3 14.2	53 14.6 10.5	17 12.6 13.5	46 17.4 13.5	55 15.4 18.6	8 12.5 12.0	53 16.3 12.5	29 12.4 13.2
New products or services in existing markets	423 22.8 17.7	21 24.2 15.9	23 28.5 12.8 dljk	4 27.5 19.4	2 7.5 10.6 b	15 36.3 22.5 ghljk	53 29.3 19.1 IK	17 22.1 11.2 e	46 22.2 18.5 e	55 19.1 14.1 BEF	8 15.6 14.3 be	53 20.0 16.7 bEF	29 24.4 24.5
New products or services in new markets	423 10.9 13.9	21 7.2 6.7	23 9.1 11.0	4 12.5 18.9	2 20.0 28.3	15 7.7 7.0	53 11.9 10.5 I	17 13.2 14.9 i	46 14.4 18.2 I	55 6.7 9.8 FgHkl	8 11.9 13.9	53 12.3 15.8 i	29 15.7 23.5 i

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

Topic 2: Firm Growth Strategies

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

N=423 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	136	137	70	57	117	41	50	23	54
Percent	34.0%	34.3%	17.5%	14.3%	36.7%	12.9%	15.7%	7.2%	16.9%	10.7%
Existing products or services in existing markets	136 45.3 25.4 Bd	137 55.1 25.4 A	70 51.1 28.2	57 53.6 24.6 a	117 50.5 26.7	41 45.4 23.2	50 54.6 26.8	23 48.9 27.9	54 48.8 26.1	34 49.3 22.7
Existing products or services in new markets	136 16.2 12.6	137 15.0 15.6	70 13.9 13.1	57 15.8 14.7	117 16.0 14.7	41 17.0 15.5	50 11.8 10.7 f	23 11.5 11.2 f	54 14.9 14.7	34 18.4 12.6 cd
New products or services in existing markets	136 26.3 19.4 B	137 19.6 15.5 A	70 24.0 19.6	57 21.5 15.1	117 20.3 18.0 be	41 28.4 21.5 a	50 24.5 17.4	23 27.0 15.1	54 26.9 18.4 a	34 21.7 12.5
New products or services in new markets	136 12.2 14.8	137 10.2 13.1	70 10.9 16.3	57 9.0 11.1	117 13.2 19.3	41 9.3 8.5	50 9.1 11.4	23 12.6 14.7	54 9.4 10.4	34 10.6 10.2

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

Topic 2: Firm Growth Strategies

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

N=423 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	175	87	51	106	87	52	24	46
Percent	55.9%	27.8%	16.3%	33.7%	27.6%	16.5%	7.6%	14.6%
Existing products or services in existing markets	175 50.8 26.4	87 49.4 27.0	51 52.0 22.1	106 48.8 27.0	87 49.6 26.1	52 53.3 27.2	24 57.3 24.4	46 47.0 22.9
Existing products or services in new markets	175 15.5 14.5	87 14.6 13.0	51 14.5 12.2	106 15.5 14.4	87 14.3 12.9	52 12.1 11.2	24 12.5 10.3	46 17.5 14.4
New products or services in existing markets	175 23.0 19.4	87 25.2 16.6	51 22.7 14.0	106 21.9 18.7	87 26.8 20.2	52 23.9 16.2	24 22.9 16.3	46 24.1 13.3
New products or services in new markets	175 10.6 14.5	87 10.9 12.0	51 10.8 13.4	106 13.8 19.2	87 9.3 10.7	52 10.7 12.4	24 7.3 7.4	46 11.5 12.2

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

Topic 2: Firm Growth Strategies

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

N=420 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	420	22	23	4	3	14	53	17	45	54	7
Percent	100.0%	6.8%	7.1%	1.2%	0.9%	4.3%	16.4%	5.3%	13.9%	16.7%	2.2%	16.1%	9.0%
Existing products or services in existing markets	420 43.7 24.0	22 45.0 20.0 j	23 43.9 22.7 j	4 25.0 14.7 j	3 45.3 44.0	14 40.7 23.1 j	53 37.5 23.9 ij	17 47.4 25.7	45 35.8 22.0 II	54 49.2 24.2 fH	7 66.4 26.3 abceFHkl	52 44.4 21.4 j	29 37.8 26.9 j
Existing products or services in new markets	420 18.2 14.1	22 18.6 12.4	23 11.7 10.6 fhK	4 21.3 8.5	3 21.7 14.4	14 18.9 17.2	53 18.1 12.1 b	17 17.1 16.0	45 18.7 13.2 b	54 18.4 18.6	7 17.9 19.5	52 20.8 14.2 B	29 16.3 13.7
New products or services in existing markets	420 25.6 18.2	22 26.8 13.0 J	23 31.1 16.6 Jk	4 33.8 7.5 dJ	3 12.3 10.8 c	14 32.9 22.3 jk	53 28.1 18.3 J	17 24.1 13.9 j	45 27.5 20.8 j	54 24.7 20.0 j	7 9.3 7.3 ABCeFghil	52 21.9 16.5 bel	29 31.0 21.9 jk
New products or services in new markets	420 12.6 14.2	22 9.5 8.2 f	23 13.3 12.6	4 20.0 18.3 ei	3 20.7 21.0	14 7.5 6.7 cf	53 16.3 14.7 aeI	17 11.5 11.1	45 18.0 19.6 I	54 7.7 10.9 cFHkl	7 6.4 8.5	52 12.8 13.4 i	29 14.9 17.3 i

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

Topic 2: Firm Growth Strategies

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

N=420 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	134	138	71	55	117	40	49	22	53
Percent	33.7%	34.7%	17.8%	13.8%	37.0%	12.7%	15.5%	7.0%	16.8%	11.1%
Existing products or services in existing markets	134 39.0 23.4 d	138 44.3 22.7	71 44.3 25.3	55 48.9 24.5 a	117 41.2 24.2	40 37.1 22.5	49 44.7 23.9	22 49.1 26.8	53 43.7 22.8	35 44.0 21.0
Existing products or services in new markets	134 18.9 13.5	138 19.0 15.2	71 16.0 14.0	55 17.5 13.9	117 19.6 15.1	40 18.9 16.1	49 18.0 14.4	22 13.6 13.5	53 17.5 13.2	35 20.0 14.3
New products or services in existing markets	134 27.1 19.6	138 25.0 18.5	71 28.3 17.4 d	55 22.3 15.8 c	117 22.9 19.4 b	40 31.6 20.7 af	49 29.0 19.9	22 28.1 17.0	53 27.7 15.8	35 22.7 11.0 b
New products or services in new markets	134 15.0 16.5	138 11.6 11.9	71 11.5 14.1	55 11.2 15.0	117 16.4 18.7 C	40 12.4 11.3	49 8.3 8.6 Af	22 9.2 9.3	53 11.2 12.1	35 13.3 11.5 c

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

Topic 2: Firm Growth Strategies

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

N=420 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	174	85	53	106	87	50	24	45
Percent	55.8%	27.2%	17.0%	34.0%	27.9%	16.0%	7.7%	14.4%
Existing products or services in existing markets	174 43.0 25.1	85 43.2 22.6	53 42.3 22.5	106 40.0 24.5 c	87 41.7 25.5	50 48.9 23.4 a	24 46.9 20.4	45 44.2 20.7
Existing products or services in new markets	174 18.7 15.3	85 17.4 14.1	53 18.2 12.6	106 19.7 15.4	87 16.9 13.8	50 16.2 12.2	24 14.0 10.3	45 18.2 14.4
New products or services in existing markets	174 26.2 19.8	85 27.4 18.0	53 24.7 15.0	106 23.1 19.6 B	87 31.2 22.1 A	50 24.7 14.7	24 27.9 14.1	45 25.3 11.5
New products or services in new markets	174 12.1 13.7	85 11.9 12.6	53 14.9 15.1	106 17.2 19.1 Bc	87 10.2 10.9 A	50 10.2 11.0 a	24 11.3 10.0	45 12.3 11.2

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

Topic 2: Firm Growth Strategies

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

N=434 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	434	22	24	4	4	15	53	16	46	56	8
Percent	100.0%	6.6%	7.2%	1.2%	1.2%	4.5%	15.9%	4.8%	13.8%	16.8%	2.4%	16.8%	8.7%
Growth from your firm internally	434 69.5 28.1	22 79.3 26.9 eH	24 66.4 26.2	4 60.0 26.8	4 85.0 30.0 h	15 58.3 35.2 afk	53 75.4 23.6 eH	16 77.0 32.6 h	46 57.4 25.6 AdFgiKl	56 70.4 31.2 h	8 66.9 28.4	56 75.2 26.0 eH	29 72.2 27.1 h
Growth from acquisitions	434 10.4 18.1	22 8.0 12.7	24 4.5 9.0 cej	4 20.0 21.2 b	4 8.8 17.5	15 19.0 28.9 bk	53 8.8 16.1	16 9.4 17.3	46 11.8 19.5	56 11.3 20.9	8 16.3 17.7 b	56 7.7 14.7 e	29 6.7 12.3
Growth from partnerships	434 14.7 18.9	22 8.0 13.6 bH	24 22.4 23.2 aF	4 20.0 9.1	4 6.3 12.5	15 16.0 26.3	53 9.1 11.9 BHl	16 10.0 13.7 H	46 22.1 16.2 AFGik	56 14.0 21.1 h	8 12.5 20.5	56 12.6 20.2 h	29 17.8 22.1 f
Growth from licensing arrangements	434 5.4 12.0	22 4.8 8.4	24 6.7 9.9	4 0.0 0.0	4 0.0 0.0	15 6.7 9.2	53 6.8 14.8	16 3.6 8.7	46 8.7 11.5 l	56 4.3 14.5	8 4.4 9.0	56 4.5 14.2	29 3.3 6.7 h

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

Topic 2: Firm Growth Strategies

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

N=434 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	138	144	70	59	120	42	52	23	54
Percent	33.6%	35.0%	17.0%	14.4%	36.8%	12.9%	16.0%	7.1%	16.6%	10.7%
Growth from your firm internally	138 66.4 27.1 c	144 69.8 28.1	70 76.3 28.7 a	59 68.3 29.1	120 72.2 27.6 d	42 74.5 23.5 d	52 70.3 27.0	23 57.4 37.5 ab	54 70.1 28.9	35 68.4 26.2
Growth from acquisitions	138 10.2 16.0	144 11.0 19.0	70 9.1 20.2	59 11.0 18.2	120 3.9 11.8 CDEF	42 6.8 12.0 deF	52 12.9 19.2 A	23 16.1 19.3 Ab	54 14.0 20.0 Ab	35 18.5 24.0 AB
Growth from partnerships	138 16.1 18.6 c	144 15.3 20.5	70 10.5 16.5 a	59 14.6 18.9	120 17.7 21.1 f	42 15.1 19.5	52 13.1 18.0	23 13.3 16.5	54 12.8 20.6	35 8.4 8.1 a
Growth from licensing arrangements	138 7.2 13.1 b	144 3.8 10.6 a	70 4.1 9.1	59 6.1 15.5	120 6.3 13.2	42 3.6 6.5 d	52 3.7 8.7 d	23 13.3 26.6 bce	54 3.1 6.8 d	35 4.7 5.2

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

Topic 2: Firm Growth Strategies

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

N=434 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	177	89	54	108	89	53	25	47
Percent	55.3%	27.8%	16.9%	33.5%	27.6%	16.5%	7.8%	14.6%
Growth from your firm internally	177 71.0 28.7	89 70.2 27.8	54 71.9 24.2	108 73.5 26.5	89 72.8 27.5	53 69.6 28.5	25 65.2 29.2	47 64.7 28.5
Growth from acquisitions	177 9.7 18.0	89 10.8 16.1 c	54 5.6 12.5 b	108 4.4 10.4 CDE	89 7.7 15.1 cE	53 14.2 21.6 Ab	25 14.2 20.3 A	47 17.0 19.0 AB
Growth from partnerships	177 14.6 20.3	89 12.9 17.7	54 16.4 17.6	108 16.2 18.5	89 13.7 18.8	53 12.6 17.8	25 16.4 23.3	47 10.9 15.9
Growth from licensing arrangements	177 4.8 11.6	89 6.0 15.1	54 6.1 8.8	108 5.9 13.1	89 5.9 12.3	53 3.6 7.3	25 4.2 7.5	47 7.4 16.5

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: United States

N=356	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	310 93.1%	18 85.7% i	23 95.8%	3 100.0%	3 100.0%	11 100.0%	47 94.0%	15 100.0%	38 88.4% i	53 98.1% ah	7 87.5%	50 92.6%	24 88.9%
2nd	16 4.8%	2 9.5% i	1 4.2%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	4 9.3% i	0 0.0% ahjkl	1 12.5% i	4 7.4% i	2 7.4% i
3rd	7 2.1%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.0%	0 0.0%	1 2.3%	1 1.9%	0 0.0%	0 0.0%	1 3.7%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: United States

N=356

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	103 88.8% B	110 98.2% Ad	50 92.6%	44 91.7% b	110 95.7%	38 92.7%	45 91.8%	17 89.5%	48 96.0%	28 90.3%
2nd	6 5.2%	2 1.8% d	4 7.4%	4 8.3% b	3 2.6%	3 7.3%	4 8.2% e	2 10.5% e	0 0.0% cd	2 6.5%
3rd	7 6.0% B	0 0.0% A	0 0.0%	0 0.0%	2 1.7%	0 0.0%	0 0.0%	0 0.0%	2 4.0%	1 3.2%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: United States

N=356

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	155 94.5%	73 88.0% c	53 98.1% b	100 95.2% d	79 95.2%	43 91.5%	20 83.3% a	40 88.9%
2nd	7 4.3%	6 7.2%	1 1.9%	3 2.9%	4 4.8%	3 6.4%	1 4.2%	4 8.9%
3rd	2 1.2%	4 4.8%	0 0.0%	2 1.9% d	0 0.0% D	1 2.1%	3 12.5% aB	1 2.2%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Canada

N=356	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	3 2.9%	1 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.9%	0 0.0%
2nd	81 77.9%	8 72.7%	7 87.5%	0 0.0%	0 0.0%	3 75.0%	13 76.5%	5 100.0%	13 86.7%	9 90.0%	3 100.0%	11 64.7%	5 62.5%
3rd	20 19.2%	2 18.2%	1 12.5%	0 0.0%	0 0.0%	1 25.0%	4 23.5%	0 0.0%	2 13.3%	1 10.0%	0 0.0%	5 29.4%	3 37.5%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Canada

N=356

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	1 2.4%	0 0.0%	1 4.8%	1 11.1%	1 2.5%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%
2nd	30 71.4%	26 81.3%	18 85.7%	7 77.8%	34 85.0%	10 83.3%	8 61.5%	6 85.7%	13 81.3%	4 66.7%
3rd	11 26.2%	6 18.8%	2 9.5%	1 11.1%	5 12.5%	2 16.7%	4 30.8%	1 14.3%	3 18.8%	2 33.3%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Canada

N=356	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	1 2.3%	1 2.9%	0 0.0%	1 2.4%	1 4.0%	0 0.0%	1 16.7%	0 0.0%
2nd	32 74.4% c	25 73.5% c	20 95.2% ab	36 85.7%	18 72.0%	7 77.8%	4 66.7%	12 70.6%
3rd	10 23.3%	8 23.5%	1 4.8%	5 11.9%	6 24.0%	2 22.2%	1 16.7%	5 29.4%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Mexico

N=356	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	5 13.2%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0% i	0 0.0%	0 0.0%	2 66.7% f	0 0.0%	1 14.3%	0 0.0%
2nd	12 31.6%	0 0.0% 1	1 33.3%	0 0.0%	0 0.0%	2 50.0%	3 37.5%	1 100.0%	1 50.0%	0 0.0%	0 0.0%	2 28.6%	2 100.0% a
3rd	21 55.3%	4 80.0%	2 66.7%	0 0.0%	0 0.0%	1 25.0%	5 62.5%	0 0.0%	1 50.0%	1 33.3%	3 100.0%	4 57.1%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Mexico

N=356	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	2 13.3%	1 9.1%	1 14.3%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	3 60.0%
2nd	6 40.0%	3 27.3%	1 14.3%	2 40.0%	6 40.0%	2 50.0%	1 20.0%	0 0.0%	1 33.3%	2 40.0%
3rd	7 46.7%	7 63.6%	5 71.4%	2 40.0%	9 60.0%	2 50.0%	4 80.0%	3 75.0%	2 66.7%	0 0.0%
					f		f	f		acd

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Mexico

N=356

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	1 5.9%	4 30.8%	0 0.0%	0 0.0% DE	0 0.0% DE	0 0.0%	1 100.0% AB	4 57.1% AB
2nd	6 35.3%	3 23.1%	1 16.7%	7 53.8% e	3 23.1%	0 0.0%	0 0.0%	0 0.0% a
3rd	10 58.8%	6 46.2%	5 83.3%	6 46.2%	10 76.9%	2 100.0%	0 0.0%	3 42.9%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: China

N=356	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	7 15.9%	1 20.0%	1 100.0% F	0 0.0%	1 100.0% F	0 0.0%	1 5.6% BD	0 0.0%	1 20.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%
2nd	20 45.5%	2 40.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	7 38.9% k	0 0.0%	1 20.0% k	3 75.0%	0 0.0%	4 100.0% fh	1 100.0%
3rd	17 38.6%	2 40.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	10 55.6%	0 0.0%	3 60.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: China

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	1 4.2% d	2 25.0%	2 25.0%	2 50.0% a	0 0.0%	0 0.0%	2 25.0%	0 0.0%	3 23.1%	1 10.0%
2nd	12 50.0%	4 50.0%	2 25.0%	2 50.0%	3 75.0%	2 40.0%	5 62.5%	0 0.0%	4 30.8%	6 60.0%
3rd	11 45.8%	2 25.0%	4 50.0%	0 0.0%	1 25.0%	3 60.0%	1 12.5%	2 100.0% d	6 46.2%	3 30.0% c

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: China

N=356

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	1 5.3%	4 25.0%	1 16.7%	0 0.0%	2 16.7%	1 12.5%	1 16.7%	2 16.7%
2nd	11 57.9%	8 50.0%	1 16.7%	1 50.0%	7 58.3%	3 37.5%	2 33.3%	6 50.0%
3rd	7 36.8%	4 25.0%	4 66.7%	1 50.0%	3 25.0%	4 50.0%	3 50.0%	4 33.3%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Japan

N=356	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	3 9.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%
2nd	7 21.2%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 11.1%	1 33.3%	0 0.0%	2 50.0%	1 14.3%
3rd	23 69.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 85.7%	0 0.0%	8 88.9%	2 66.7%	0 0.0%	2 50.0%	5 71.4%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Japan

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	1 4.8% c	0 0.0%	2 50.0% a	0 0.0%	1 12.5%	0 0.0%	1 11.1%	0 0.0%	1 20.0%	0 0.0%
2nd	3 14.3%	3 42.9%	1 25.0%	0 0.0%	3 37.5%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	1 20.0%
3rd	17 81.0% c	4 57.1%	1 25.0% a	1 100.0%	4 50.0%	3 100.0%	6 66.7%	2 100.0%	4 80.0%	4 80.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Japan

N=356

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	1 5.9%	2 18.2%	0 0.0%	1 12.5%	1 14.3%	1 16.7%	0 0.0%	0 0.0%
2nd	2 11.8%	3 27.3%	0 0.0%	3 37.5%	1 14.3%	1 16.7%	1 20.0%	0 0.0%
3rd	14 82.4%	6 54.5%	2 100.0%	4 50.0%	5 71.4%	4 66.7%	4 80.0%	4 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Korea

N=356	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	2 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%
2nd	2 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	0 0.0%	0 0.0%
3rd	5 55.6%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%	1 33.3%	0 0.0%	1 100.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Korea

N=356	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	2 40.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%
2nd	1 20.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%
3rd	2 40.0%	1 100.0%	1 100.0%	1 50.0%	3 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Korea

N=356

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	1 33.3%	1 20.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 50.0%
2nd	0 0.0%	2 40.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 50.0%	0 0.0%
3rd	2 66.7%	2 40.0%	1 100.0%	2 100.0%	1 33.3%	0 0.0%	1 50.0%	1 50.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: India

N=356	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	2 14.3%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	8 57.1%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%	0 0.0%	2 100.0%	0 0.0%	0 0.0%	2 66.7%	0 0.0%
3rd	4 28.6%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	1 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: India

N=356

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	2 50.0%	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 25.0%
2nd	1 25.0%	5 62.5%	2 100.0%	0 0.0%	1 100.0%	2 100.0%	0 0.0%	1 100.0%	2 66.7%	1 25.0%
3rd	1 25.0%	3 37.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	2 50.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: India

N=356

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	0 0.0%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%
2nd	2 66.7%	1 33.3%	2 100.0%	1 100.0%	2 100.0%	2 100.0%	0 0.0%	2 50.0%
3rd	1 33.3%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	2 50.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Russia

N=356	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	1 12.5%	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%
2nd	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3rd	7 87.5%	1 100.0%	1 100.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	3 75.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Russia

N=356

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3rd	1 100.0%	1 50.0%	2 100.0%	3 100.0%	1 50.0%	0 0.0%	1 100.0%	0 0.0%	2 100.0%	2 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Russia

N=356

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%
2nd	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3rd	2 66.7%	2 100.0%	2 100.0%	1 100.0%	1 50.0%	1 100.0%	0 0.0%	4 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Eastern Europe

N=356	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	8 57.1%	1 33.3%	1 100.0%	1 100.0%	0 0.0%	0 0.0%	3 75.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	1 100.0%
3rd	6 42.9%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 25.0%	0 0.0%	1 100.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Eastern Europe

N=356

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	3 42.9%	1 100.0%	2 66.7%	2 66.7%	0 0.0%	1 50.0%	1 50.0%	2 100.0%	2 50.0%	0 0.0%
3rd	4 57.1%	0 0.0%	1 33.3%	1 33.3%	2 100.0%	1 50.0%	1 50.0%	0 0.0%	2 50.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Eastern Europe

N=356

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	6 60.0%	2 66.7%	0 0.0%	1 50.0%	3 75.0%	3 60.0%	0 0.0%	1 100.0%
3rd	4 40.0%	1 33.3%	0 0.0%	1 50.0%	1 25.0%	2 40.0%	1 100.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Western Europe

N=356	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	13 9.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	4 15.4%	0 0.0%	4 16.0%	1 9.1%	1 33.3%	1 4.5%	1 7.1%
2nd	72 53.7%	4 66.7%	5 83.3% i	2 66.7%	1 100.0%	2 33.3%	17 65.4% i	1 20.0%	13 52.0%	3 27.3% bf	1 33.3%	11 50.0%	8 57.1%
3rd	49 36.6%	2 33.3%	1 16.7%	1 33.3%	0 0.0%	3 50.0%	5 19.2% gi	4 80.0% f	8 32.0%	7 63.6% f	1 33.3%	10 45.5%	5 35.7%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Western Europe

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	7 12.7%	1 2.2% d	2 10.5%	3 21.4% b	3 8.8%	2 15.4%	1 5.3%	3 33.3% e	2 6.1% d	1 5.9%
2nd	31 56.4%	23 50.0%	11 57.9%	7 50.0%	17 50.0%	6 46.2%	10 52.6%	4 44.4%	18 54.5%	12 70.6%
3rd	17 30.9%	22 47.8%	6 31.6%	4 28.6%	14 41.2%	5 38.5%	8 42.1%	2 22.2%	13 39.4%	4 23.5%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Western Europe

N=356	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	8 12.1%	4 9.8%	1 7.1%	4 12.5%	2 8.3%	5 16.1%	0 0.0%	2 8.3%
2nd	39 59.1%	17 41.5%	7 50.0%	14 43.8%	13 54.2%	13 41.9%	7 70.0%	16 66.7%
3rd	19 28.8%	20 48.8%	6 42.9%	14 43.8%	9 37.5%	13 41.9%	3 30.0%	6 25.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Brazil

N=356	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	3 15.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	2 66.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd	7 35.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 33.3%	2 33.3%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	2 100.0%
3rd	10 50.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%	2 66.7%	4 66.7%	0 0.0%	1 33.3%	0 0.0%	0 0.0%	1 100.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Brazil

N=356

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	1 10.0%	1 33.3%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 66.7%	0 0.0%	0 0.0%
2nd	5 50.0%	0 0.0%	1 20.0%	1 50.0%	2 40.0%	1 100.0%	0 0.0%	0 0.0%	3 60.0%	0 0.0%
3rd	4 40.0%	2 66.7%	3 60.0%	1 50.0%	3 60.0%	0 0.0%	0 0.0%	1 33.3%	2 40.0%	3 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Brazil

N=356

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	1 6.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 50.0%	0 0.0%	1 16.7%
2nd	6 40.0%	1 50.0%	0 0.0%	2 40.0%	2 50.0%	1 25.0%	1 100.0%	1 16.7%
3rd	8 53.3%	1 50.0%	0 0.0%	3 60.0%	2 50.0%	1 25.0%	0 0.0%	4 66.7%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Middle East

N=356	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	3 12.5%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 33.3%	0 0.0%
2nd	7 29.2%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 50.0%	0 0.0%
3rd	14 58.3%	1 50.0%	1 100.0%	1 50.0%	1 100.0%	1 50.0%	3 75.0%	0 0.0%	1 100.0%	1 100.0%	0 0.0%	1 16.7%	3 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Middle East

N=356

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	1 8.3%	2 25.0%	0 0.0%	0 0.0%	1 33.3%	0 0.0%	1 20.0%	0 0.0%	1 25.0%	0 0.0%
2nd	4 33.3%	3 37.5%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 20.0%	0 0.0%	1 25.0%	2 50.0%
3rd	7 58.3%	3 37.5%	2 100.0%	2 100.0%	2 66.7%	3 75.0%	3 60.0%	1 100.0%	2 50.0%	2 50.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Middle East

N=356

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	2 15.4%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 50.0%	0 0.0%
2nd	5 38.5%	0 0.0%	0 0.0%	0 0.0%	2 28.6%	1 25.0%	0 0.0%	3 50.0%
3rd	6 46.2%	5 83.3%	1 100.0%	3 100.0%	5 71.4%	2 50.0%	1 50.0%	3 50.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Other:

N=356	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	335 100.0%	23 6.9%	24 7.2%	4 1.2%	4 1.2%	14 4.2%	54 16.1%	17 5.1%	46 13.7%	57 17.0%	8 2.4%	55 16.4%	29 8.7%
1st	4 11.8%	1 33.3%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 100.0%
2nd	8 23.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 25.0%	1 50.0%	2 40.0%	3 60.0%	0 0.0%	0 0.0%	0 0.0%
3rd	22 64.7%	2 66.7%	1 100.0%	1 100.0%	0 0.0%	1 50.0%	3 75.0%	1 50.0%	3 60.0%	2 40.0%	0 0.0%	6 100.0%	0 0.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Other:

N=356

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	123 34.8%	119 33.7%	60 17.0%	51 14.4%	120 36.8%	41 12.6%	52 16.0%	23 7.1%	55 16.9%
1st	2 18.2%	1 11.1%	1 14.3%	0 0.0%	3 21.4%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%
2nd	3 27.3%	3 33.3%	0 0.0%	2 28.6%	4 28.6%	0 0.0%	0 0.0%	3 60.0%	0 0.0%	0 0.0%
3rd	6 54.5%	5 55.6%	6 85.7%	5 71.4%	7 50.0%	5 100.0%	0 0.0%	2 40.0%	4 100.0%	2 100.0%

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

Topic 2: Firm Growth Strategies

Expected sales revenue from: Other:

N=356

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	176 54.7%	91 28.3%	55 17.1%	109 33.5%	88 27.1%	53 16.3%	25 7.7%	50 15.4%
1st	4 20.0%	0 0.0%	0 0.0%	3 25.0%	1 25.0%	0 0.0%	0 0.0%	0 0.0%
2nd	3 15.0%	3 50.0%	1 25.0%	2 16.7% d	0 0.0%	4 57.1%	2 100.0% ae	0 0.0% d
3rd	13 65.0%	3 50.0%	3 75.0%	7 58.3%	3 75.0%	3 42.9%	0 0.0% e	5 100.0% d

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

Topic 3: Market Spending

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

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	612	25	25	4	4	15	54	17	46	57	9
Percent	100.0%	7.3%	7.3%	1.2%	1.2%	4.4%	15.7%	5.0%	13.4%	16.6%	2.6%	16.6%	8.7%
Overall marketing spending	306 5.9 24.3	18 1.9 10.8 h	23 7.0 21.9	4 -10.0 17.7 L	4 20.0 56.0	11 12.5 30.0	50 1.3 20.5 H	14 13.6 28.6	40 16.6 27.9 aFI	51 -1.3 28.6 H	8 0.3 17.9	46 8.8 21.7	26 6.2 7.3 C
Internet marketing spending	290 12.2 22.4	19 13.4 28.2	22 13.8 18.1	4 8.0 4.0	4 32.5 51.2 fl	11 15.7 28.9	45 8.8 12.9 d	15 18.9 28.8	36 14.3 18.4	49 10.2 19.0	8 10.1 13.3	45 15.1 32.8	22 8.7 11.3 d
Traditional advertising spending	263 -2.5 22.7	16 -2.1 23.2	19 -2.4 12.1	4 -13.3 25.9	4 12.5 43.3	10 7.9 34.9	47 -5.3 21.7	12 7.9 29.6	32 0.1 15.3	47 -7.9 23.6	8 -3.6 30.7	35 1.7 20.2	20 -5.8 13.2
Brand building	260 6.9 19.3	15 2.8 23.1	17 8.7 16.0 f	4 0.8 1.0	4 12.5 25.0	9 15.0 34.3 f	45 1.1 9.3 beghk	11 8.8 15.2 f	37 6.4 9.5 f	43 8.1 28.4	8 8.4 15.9	41 10.5 23.5 f	20 4.9 5.4
Customer relationship management	258 9.9 18.9	14 4.1 5.8 d	20 10.4 12.1	4 -1.5 7.2	3 34.0 57.2 aF	7 9.7 11.4	44 5.8 9.6 Dk	12 13.9 25.0	33 8.8 18.5	46 9.0 21.9	8 12.0 16.8	39 14.6 23.1 f	21 11.7 21.0
New product introductions	242 9.1 20.6	16 7.0 5.6 d	15 11.9 23.9	3 11.0 8.5	4 -5.0 17.3 al	9 13.3 16.4	48 4.7 17.7 h	12 11.3 13.6	33 14.1 19.6 f	42 6.0 27.1	7 8.9 18.3	32 11.4 24.3	15 6.4 3.4 d
New service introductions	235 6.9 17.3	10 0.7 1.6 beh	18 11.2 15.5 aF	4 3.8 4.8	4 2.5 5.0	7 7.9 9.1 af	40 1.4 6.9 BeghjK	11 8.4 14.5 f	29 5.6 7.3 af	40 5.2 25.2	7 9.6 18.2 f	39 14.0 25.9 F	18 4.0 4.9

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

Topic 3: Market Spending

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

N=612 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	141	148	74	62	123	43	52	23	57
Percent	33.2%	34.8%	17.4%	14.6%	36.7%	12.8%	15.5%	6.9%	17.0%	11.0%
Overall marketing spending	105 8.0 25.4	101 7.7 25.9	51 2.1 19.5	48 1.6 22.7	106 11.7 30.5 E	39 4.5 25.6	50 6.4 18.3 e	20 5.6 12.6 e	43 -2.0 13.1 Acd	28 2.4 21.7
Internet marketing spending	96 11.2 19.8	96 13.7 26.8	51 12.6 23.0	46 10.9 16.9	99 14.7 24.8	38 15.9 27.2	50 11.1 24.0	18 10.7 18.2	41 9.3 11.7	27 11.1 21.3
Traditional advertising spending	91 -2.5 22.5	79 -0.2 21.6	48 -5.2 20.5	44 -3.6 27.4	84 -1.2 25.2	31 -5.7 24.4	48 0.1 15.8 e	17 2.5 14.5 e	39 -8.2 16.4 cd	27 -0.3 22.7
Brand building	90 6.0 17.5	80 11.8 23.8 d	45 4.6 15.2	44 2.4 15.9 b	92 7.5 21.9	32 7.7 18.5	46 8.4 20.5	16 11.6 20.9 f	37 2.5 16.9	25 2.7 4.9 d
Customer relationship management	89 9.6 19.0	84 13.6 23.0 d	42 7.1 15.9	42 5.9 8.9 b	92 12.7 20.8 f	31 11.0 24.4	45 7.7 18.8	16 12.4 22.1	37 5.9 7.3	21 2.6 8.4 a
New product introductions	92 11.2 21.4 d	69 11.3 23.0	43 6.3 15.4	37 3.1 18.5 a	82 9.9 24.4	28 13.0 28.2	42 8.9 16.6	18 8.3 14.0	35 4.3 9.1	24 3.6 7.8
New service introductions	78 4.6 14.1 b	80 10.4 19.5 a	37 4.9 9.3	39 6.5 22.9	83 8.4 21.2	27 9.5 27.3	40 3.9 8.2	13 9.0 14.4 e	35 3.1 4.8 d	21 3.2 8.7

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

Topic 3: Market Spending

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

N=612 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	180	92	55	112	89	54	25	50
Percent	55.0%	28.1%	16.8%	33.9%	27.0%	16.4%	7.6%	15.2%
Overall marketing spending	152 6.4 23.5	87 3.4 23.2	48 10.0 21.4	97 13.6 27.8 BDE	85 3.9 20.0 Ad	44 4.6 24.9	21 -6.8 23.7 Ab	43 0.3 10.6 A
Internet marketing spending	147 12.0 21.9	79 11.0 23.6	47 16.0 20.3	93 13.7 25.1	82 13.5 23.4	42 10.6 21.4	20 11.8 13.5	39 8.7 14.5
Traditional advertising spending	133 -1.9 23.6	71 -3.5 23.3	46 -1.7 16.2	78 0.2 23.0	73 -4.1 20.1	40 -3.5 21.0	20 -10.1 20.9	41 -2.1 20.3
Brand building	132 6.5 19.2	75 5.8 20.9	43 7.3 14.3	84 8.9 20.0 d	71 7.8 18.5 d	41 7.9 16.6 d	18 -3.4 21.9 abc	37 3.1 20.1
Customer relationship management	132 10.2 20.1	77 10.8 18.3 c	40 4.8 7.4 b	87 13.8 23.2 bd	71 6.6 12.2 a	40 12.2 24.7	16 1.6 8.8 a	34 7.9 11.7
New product introductions	119 8.0 16.3	74 6.0 22.2	40 12.6 21.5	77 10.9 21.9 d	67 9.8 21.2 d	36 9.2 18.9	20 -1.7 22.8 ab	34 6.2 10.5
New service introductions	118 5.9 13.3	65 4.2 18.3	41 10.3 19.6	76 9.1 18.2 d	62 5.8 16.1	37 7.7 18.2	17 -3.3 24.2 a	32 5.8 9.9

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

Topic 3: Market Spending

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

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Marketing (non-sales) hires	244 3.9 16.6	14 6.6 6.7 dF	17 4.9 28.0	4 -5.0 17.8	3 -5.0 13.2 a	10 11.1 31.3 f	42 0.1 6.5 AeHI	12 3.3 15.6	29 12.6 27.5 Fi	42 1.2 10.6 h	7 2.6 5.1
Integrating what we know about marketing	225 7.4 14.7	11 4.9 6.3 d	19 8.6 12.7	3 6.7 2.9	2 -10.0 14.1 aeFijl	9 7.7 9.2 d	40 3.9 6.8 Dhj	10 10.9 24.6	27 16.0 28.8 fi	39 5.4 7.9 dh	7 10.0 7.6 df	35 8.0 15.2	21 5.0 7.2 d
Developing knowledge about how to do marketing	222 6.4 12.9	14 5.6 6.5	17 7.2 9.6	4 3.3 2.4	2 2.5 3.5	8 6.3 5.8	37 2.8 7.7	11 10.7 20.9	27 5.7 8.6	36 6.9 17.5	7 8.7 6.7	34 9.5 19.9	21 6.0 6.9
Marketing training	230 4.3 10.6	15 5.2 5.8	16 4.6 7.2	4 1.8 2.4	2 0.0 0.0	8 3.5 6.4	41 2.3 6.3 g	13 8.1 12.5 fi	26 2.7 4.5	39 2.4 6.4 g	8 8.1 17.3	36 6.7 20.2	18 5.3 8.5
Marketing research and intelligence	249 7.3 14.4	15 7.9 13.3 f	15 7.9 8.5 f	4 4.3 5.4	2 25.0 35.4 Fil	10 8.6 15.9	43 2.5 6.3 abDghJk	14 8.0 13.9 f	32 10.8 20.0 f	42 5.1 9.8 dj	8 16.9 30.7 Fi	39 9.5 18.1 f	19 5.1 7.0 d
Marketing consulting services	222 2.9 12.7	12 0.2 1.3 l	16 6.3 23.3	4 2.5 6.5	2 0.0 0.0	9 1.7 5.5	38 1.4 7.3 k	11 -1.2 18.5	27 1.7 12.1	36 1.6 7.6	8 0.0 2.7	38 8.4 19.1 f	16 2.8 4.1 a

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

Topic 3: Market Spending

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

N=612 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Marketing (non-sales) hires	86 4.4 18.8	73 3.5 17.9	41 5.1 15.8	43 2.4 9.9	79 10.3 25.2 cef	31 2.7 6.1 F	44 1.1 4.8 af	17 3.6 9.9 f	40 1.4 9.0 a
Integrating what we know about marketing	79 6.2 13.1 b	70 12.3 20.8 acd	36 3.1 6.4 b	39 4.8 4.9 b	79 10.0 18.1 c	31 8.2 18.5	42 4.0 5.9 a	13 10.6 21.6	32 4.8 8.6	20 4.3 8.2
Developing knowledge about how to do marketing	80 4.7 11.9	67 9.3 17.3	37 4.4 6.5	37 6.6 9.8	76 8.8 17.0 c	30 6.4 9.8	41 3.1 7.2 a	12 9.3 20.5	35 5.6 9.8	20 4.4 8.5
Marketing training	80 3.0 6.5	71 5.8 15.7	40 4.5 6.7	38 3.9 9.2	76 5.1 13.1	31 4.2 9.4	44 2.5 9.5 d	13 9.7 16.7 ce	38 2.6 5.2 d	20 4.9 7.4
Marketing research and intelligence	88 6.2 12.7	80 10.6 19.6	42 5.2 9.7	38 5.5 7.3	85 9.0 16.1	29 8.2 12.8	45 4.2 10.3 d	17 12.3 21.1 c	38 5.4 8.8	24 3.3 7.2
Marketing consulting services	79 2.1 8.4	73 4.5 15.5	34 1.3 18.2	35 2.8 6.2	77 6.8 17.3 c	29 3.4 10.2	42 0.5 6.7 a	14 -1.4 14.4	28 0.9 6.2	21 0.3 9.1

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

Topic 3: Market Spending

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

N=612 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Marketing (non-sales) hires	128 3.9 16.7	68 0.7 12.5 C	39 10.1 22.2 B	77 9.8 25.3 bcE	64 2.7 7.8 ae	41 1.2 10.0 a	16 2.7 5.4	38 -1.7 11.5 Ab
Integrating what we know about marketing	116 6.9 13.9	63 6.5 11.4	41 10.0 20.8	75 8.8 17.2	64 8.1 15.8	38 6.1 14.1	12 5.8 9.4	30 5.0 7.7
Developing knowledge about how to do marketing	115 6.3 13.3	64 5.5 8.1	37 7.4 17.1	75 8.7 16.9	59 4.6 6.6	37 7.6 16.4	13 5.0 9.7	30 3.0 6.0
Marketing training	120 3.2 7.4	67 4.4 10.4	37 5.9 16.4	75 5.0 13.3	63 3.1 7.5	39 4.7 11.7	14 1.5 6.4	32 4.5 9.3
Marketing research and intelligence	124 5.3 10.6 b	74 9.4 15.8 a	41 8.7 20.1	78 8.7 16.8	67 5.4 8.3	40 9.3 18.1	17 5.2 7.6	36 6.2 16.7
Marketing consulting services	116 2.0 10.3	59 1.7 6.7	38 6.4 21.9	71 6.0 17.1 e	65 2.1 8.1	34 3.2 10.8	13 -3.6 15.5	31 -1.0 7.3 a

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

Topic 3: Market Spending

Expected change in spending for: Overall marketing spending

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%
1=Positive	178 58.2%	10 55.6%	12 52.2%	2 50.0%	2 50.0%	7 63.6%	28 56.0%	8 57.1%	25 62.5%	24 47.1%	4 50.0%	29 63.0%	18 69.2%
0=Zero	64 20.9%	4 22.2%	6 26.1%	0 0.0%	1 25.0%	3 27.3%	12 24.0%	3 21.4%	9 22.5%	11 21.6%	1 12.5%	8 17.4%	5 19.2%
-1=Negative	64 20.9%	4 22.2%	5 21.7%	2 50.0%	1 25.0%	1 9.1%	10 20.0%	3 21.4%	6 15.0%	16 31.4%	3 37.5%	9 19.6%	3 11.5%
Mean	0.4	0.3	0.3	0.0	0.3	0.5	0.4	0.4	0.5	0.2	0.1	0.4	0.6
SD	0.8	0.8	0.8	1.2	1.0	0.7	0.8	0.8	0.8	0.9	1.0	0.8	0.7
										1			i

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

Topic 3: Market Spending

Expected change in spending for: Overall marketing spending

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Positive	65 61.9%	59 58.4%	27 52.9%	26 54.2%	72 67.9% Ef	26 66.7% E	28 56.0%	10 50.0%	16 37.2% AB	13 46.4% a
0=Zero	22 21.0%	21 20.8%	12 23.5%	9 18.8%	18 17.0% D	5 12.8% D	12 24.0%	9 45.0% AB	11 25.6%	7 25.0%
-1=Negative	18 17.1%	21 20.8%	12 23.5%	13 27.1%	16 15.1% E	8 20.5%	10 20.0%	1 5.0% Ef	16 37.2% AD	8 28.6% d
Mean	0.4	0.4	0.3	0.3	0.5	0.5	0.4	0.5	0.0	0.2
SD	0.8	0.8	0.8	0.9	0.7 Ef	0.8 e	0.8 e	0.6 e	0.9 Abcd	0.9 a

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

Topic 3: Market Spending

Expected change in spending for: Overall marketing spending

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	86 56.6%	47 54.0%	32 66.7%	69 71.1% CDE	55 64.7% Cde	15 34.1% AB	7 33.3% Ab	19 44.2% Ab
0=Zero	36 23.7%	16 18.4%	10 20.8%	18 18.6% c	12 14.1% C	16 36.4% aB	6 28.6%	11 25.6%
-1=Negative	30 19.7%	24 27.6% c	6 12.5% b	10 10.3% bCDE	18 21.2% a	13 29.5% A	8 38.1% A	13 30.2% A
Mean	0.4	0.3	0.5	0.6	0.4	0.0	0.0	0.1
SD	0.8	0.9	0.7	0.7 CDE	0.8 cd	0.8 Ab	0.9 Ab	0.9 A

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

Topic 3: Market Spending

Expected change in spending for: Internet marketing spending

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Positive	215 74.1%	16 84.2%	20 90.9% f	4 100.0%	3 75.0%	8 72.7%	29 64.4% b	12 80.0%	25 69.4%	37 75.5%	6 75.0%	31 68.9%	16 72.7%
0=Zero	64 22.1%	2 10.5%	2 9.1%	0 0.0%	0 0.0%	3 27.3%	12 26.7%	2 13.3%	10 27.8%	11 22.4%	2 25.0%	13 28.9%	6 27.3%
-1=Negative	11 3.8%	1 5.3%	0 0.0% d	0 0.0%	1 25.0% bikl	0 0.0%	4 8.9%	1 6.7%	1 2.8%	1 2.0% d	0 0.0%	1 2.2% d	0 0.0% d
Mean	0.7	0.8	0.9	1.0	0.5	0.7	0.6	0.7	0.7	0.7	0.8	0.7	0.7
SD	0.5	0.5	0.3 fk	0.0	1.0	0.5	0.7 b	0.6	0.5	0.5	0.5	0.5 b	0.5

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

Topic 3: Market Spending

Expected change in spending for: Internet marketing spending

	Economic Sector				Sales Revenue						
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	
	A	B	C	D	A	B	C	D	E	F	
N=612											
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%	
1=Positive	66 68.8%	72 75.0%	41 80.4%	36 78.3%	71 71.7%	30 78.9%	34 68.0%	14 77.8%	34 82.9%	18 66.7%	
0=Zero	24 25.0%	22 22.9%	7 13.7%	10 21.7%	26 26.3%	6 15.8%	13 26.0%	4 22.2%	4 9.8%	9 33.3%	
-1=Negative	6 6.3%	2 2.1%	3 5.9%	0 0.0%	2 2.0%	2 5.3%	3 6.0%	0 0.0%	3 7.3%	0 0.0%	
Mean	0.6	0.7	0.7	0.8	0.7	0.7	0.6	0.8	0.8	0.7	
SD	0.6	0.5	0.6	0.4	0.5	0.6	0.6	0.4	0.6	0.5	

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

Topic 3: Market Spending

Expected change in spending for: Internet marketing spending

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	100 68.0% C	56 70.9% C	44 93.6% AB	70 75.3%	58 70.7%	29 69.0%	17 85.0%	29 74.4%
0=Zero	42 28.6% C	18 22.8% c	3 6.4% Ab	21 22.6%	20 24.4%	11 26.2%	2 10.0%	9 23.1%
-1=Negative	5 3.4%	5 6.3%	0 0.0%	2 2.2%	4 4.9%	2 4.8%	1 5.0%	1 2.6%
Mean	0.6	0.6	0.9	0.7	0.7	0.6	0.8	0.7
SD	0.5 C	0.6 C	0.2 AB	0.5	0.6	0.6	0.5	0.5

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

Topic 3: Market Spending

Expected change in spending for: Traditional advertising spending

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Positive	73 27.8%	6 37.5%	7 36.8%	1 25.0%	1 25.0%	4 40.0%	8 17.0%	4 33.3%	11 34.4%	11 23.4%	2 25.0%	10 28.6%	4 20.0%
0=Zero	98 37.3%	4 25.0%	4 21.1% fk	0 0.0%	2 50.0%	2 20.0%	23 48.9% b	4 33.3%	12 37.5%	16 34.0%	2 25.0%	18 51.4% b	8 40.0%
-1=Negative	92 35.0%	6 37.5%	8 42.1%	3 75.0% k	1 25.0%	4 40.0%	16 34.0%	4 33.3%	9 28.1%	20 42.6% k	4 50.0%	7 20.0% ci	8 40.0%
Mean	-0.1	0.0	-0.1	-0.5	0.0	0.0	-0.2	0.0	0.1	-0.2	-0.3	0.1	-0.2
SD	0.8	0.9	0.9	1.0	0.8	0.9	0.7	0.9	0.8	0.8	0.9	0.7	0.8

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

Topic 3: Market Spending

Expected change in spending for: Traditional advertising spending

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Positive	23 25.3%	25 31.6%	13 27.1%	12 27.3%	29 34.5%	7 22.6%	14 29.2%	4 23.5%	6 15.4%	7 25.9%
0=Zero	35 38.5%	32 40.5%	16 33.3%	14 31.8%	34 40.5%	9 29.0%	20 41.7%	10 58.8%	11 28.2%	10 37.0%
-1=Negative	33 36.3%	22 27.8%	19 39.6%	18 40.9%	21 25.0%	15 48.4%	14 29.2%	3 17.6%	22 56.4%	10 37.0%
Mean	-0.1	0.0	-0.1	-0.1	0.1	-0.3	0.0	0.1	-0.4	-0.1
SD	0.8	0.8	0.8	0.8	0.8	0.8	0.8	0.7	0.8	0.8

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

Topic 3: Market Spending

Expected change in spending for: Traditional advertising spending

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	37 27.8%	18 25.4%	14 30.4%	28 35.9%	20 27.4%	6 15.0%	3 15.0%	10 24.4%
0=Zero	57 42.9%	20 28.2%	17 37.0%	31 39.7%	23 31.5%	21 52.5%	4 20.0%	16 39.0%
-1=Negative	39 29.3%	33 46.5%	15 32.6%	19 24.4%	30 41.1%	13 32.5%	13 65.0%	15 36.6%
Mean	0.0	-0.2	0.0	0.1	-0.1	-0.2	-0.5	-0.1
SD	0.8	0.8	0.8	0.8	0.8	0.7	0.8	0.8
				cD		a	A	

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

Topic 3: Market Spending

Expected change in spending for: Brand building

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Positive	153 58.8%	12 80.0%	8 47.1%	2 50.0%	1 25.0%	7 77.8%	23 51.1%	6 54.5%	23 62.2%	26 60.5%	4 50.0%	23 56.1%	13 65.0%
0=Zero	90 34.6%	2 13.3%	8 47.1%	2 50.0%	3 75.0%	1 11.1%	18 40.0%	4 36.4%	14 37.8%	12 27.9%	3 37.5%	15 36.6%	7 35.0%
-1=Negative	17 6.5%	1 6.7%	1 5.9%	0 0.0%	0 0.0%	1 11.1%	4 8.9%	1 9.1%	0 0.0%	5 11.6%	1 12.5%	3 7.3%	0 0.0%
Mean	0.5	0.7	0.4	0.5	0.3	0.7	0.4	0.5	0.6	0.5	0.4	0.5	0.7
SD	0.6	0.6	0.6	0.6	0.5	0.7	0.7	0.7	0.5	0.7	0.7	0.6	0.5

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

Topic 3: Market Spending

Expected change in spending for: Brand building

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Positive	52 57.8%	48 60.0%	28 62.2%	24 54.5%	56 60.9%	23 71.9% c	22 47.8% b	10 62.5%	19 51.4%	13 52.0%
0=Zero	33 36.7%	27 33.8%	14 31.1%	16 36.4%	30 32.6% c	6 18.8% Cf	23 50.0% aB	6 37.5%	13 35.1%	11 44.0% b
-1=Negative	5 5.6%	5 6.3%	3 6.7%	4 9.1%	6 6.5%	3 9.4%	1 2.2%	0 0.0%	5 13.5%	1 4.0%
Mean	0.5	0.5	0.6	0.5	0.5	0.6	0.5	0.6	0.4	0.5
SD	0.6	0.6	0.6	0.7	0.6	0.7	0.5	0.5	0.7	0.6

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

Topic 3: Market Spending

Expected change in spending for: Brand building

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	79 59.8%	42 56.0%	23 53.5%	54 64.3%	43 60.6%	22 53.7%	8 44.4%	19 51.4%
0=Zero	44 33.3%	28 37.3%	17 39.5%	27 32.1%	24 33.8%	16 39.0%	7 38.9%	14 37.8%
-1=Negative	9 6.8%	5 6.7%	3 7.0%	3 3.6%	4 5.6%	3 7.3%	3 16.7%	4 10.8%
Mean	0.5	0.5	0.5	0.6	0.5	0.5	0.3	0.4
SD	0.6	0.6	0.6	0.6 d	0.6	0.6	0.8 a	0.7

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

Topic 3: Market Spending

Expected change in spending for: Customer relationship management

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Positive	169 65.5%	8 57.1% b	18 90.0% aFHi	2 50.0%	2 66.7%	5 71.4%	24 54.5% Bl	8 66.7%	18 54.5% Bl	29 63.0% b	6 75.0%	26 66.7%	18 85.7% fh
0=Zero	81 31.4%	6 42.9% b	2 10.0% afh	0 0.0%	1 33.3%	2 28.6%	18 40.9% bl	4 33.3%	14 42.4% bl	14 30.4%	2 25.0%	13 33.3%	3 14.3% fh
-1=Negative	8 3.1%	0 0.0% c	0 0.0% C	2 50.0% aBFgHIKL	0 0.0%	0 0.0%	2 4.5% C	0 0.0% c	1 3.0% C	3 6.5% C	0 0.0%	0 0.0% C	0 0.0% C
Mean	0.6	0.6	0.9	0.0	0.7	0.7	0.5	0.7	0.5	0.6	0.8	0.7	0.9
SD	0.5	0.5 b	0.3 aCFHi	1.2 BkL	0.6	0.5	0.6 Bl	0.5	0.6 Bl	0.6 bl	0.5	0.5 c	0.4 Cfhi

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

Topic 3: Market Spending

Expected change in spending for: Customer relationship management

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Positive	54 60.7%	60 71.4%	27 64.3%	27 64.3%	63 68.5%	21 67.7%	27 60.0%	8 50.0%	26 70.3%	12 57.1%
0=Zero	31 34.8%	23 27.4%	14 33.3%	13 31.0%	29 31.5%	9 29.0%	16 35.6%	6 37.5%	10 27.0%	8 38.1%
-1=Negative	4 4.5%	1 1.2%	1 2.4%	2 4.8%	0 0.0%	1 3.2%	2 4.4%	2 12.5%	1 2.7%	1 4.8%
Mean	0.6	0.7	0.6	0.6	0.7	0.6	0.6	0.4	0.7	0.5
SD	0.6	0.5	0.5	0.6	0.5 d	0.6	0.6	0.7 a	0.5	0.6

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

Topic 3: Market Spending

Expected change in spending for: Customer relationship management

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	90 68.2%	51 66.2%	22 55.0%	61 70.1%	43 60.6%	27 67.5%	8 50.0%	23 67.6%
0=Zero	37 28.0%	24 31.2%	18 45.0%	25 28.7%	25 35.2%	11 27.5%	7 43.8%	10 29.4%
	c		a					
-1=Negative	5 3.8%	2 2.6%	0 0.0%	1 1.1%	3 4.2%	2 5.0%	1 6.3%	1 2.9%
Mean	0.6	0.6	0.6	0.7	0.6	0.6	0.4	0.6
SD	0.6	0.5	0.5	0.5	0.6	0.6	0.6	0.5

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

Topic 3: Market Spending

Expected change in spending for: New product introductions

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Positive	169 69.8%	14 87.5% dk	10 66.7%	3 100.0%	1 25.0% agHL	7 77.8%	29 60.4% hl	10 83.3% d	28 84.8% DfiK	27 64.3% hl	4 57.1%	17 53.1% aHL	14 93.3% DfiK
0=Zero	61 25.2%	1 6.3% djK	4 26.7%	0 0.0%	2 50.0% al	2 22.2%	13 27.1%	2 16.7%	5 15.2% K	12 28.6%	3 42.9% a	15 46.9% AHL	1 6.7% dK
-1=Negative	12 5.0%	1 6.3%	1 6.7%	0 0.0%	1 25.0% HK	0 0.0%	6 12.5% hk	0 0.0%	0 0.0% Df	3 7.1%	0 0.0%	0 0.0% Df	0 0.0%
Mean	0.6	0.8	0.6	1.0	0.0	0.8	0.5	0.8	0.8	0.6	0.6	0.5	0.9
SD	0.6	0.5 d	0.6	0.0	0.8 aegHL	0.4 d	0.7 HL	0.4 d	0.4 DFiK	0.6 hl	0.5 1	0.5 HL	0.3 DfjK

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

Topic 3: Market Spending

Expected change in spending for: New product introductions

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Positive	75 81.5% Bd	41 59.4% A	29 67.4%	24 64.9% a	58 70.7%	21 75.0%	30 71.4%	12 66.7%	22 62.9%	17 70.8%
0=Zero	12 13.0% Bd	25 36.2% A	11 25.6%	12 32.4% a	22 26.8%	5 17.9%	11 26.2%	5 27.8%	10 28.6%	6 25.0%
-1=Negative	5 5.4%	3 4.3%	3 7.0%	1 2.7%	2 2.4%	2 7.1%	1 2.4%	1 5.6%	3 8.6%	1 4.2%
Mean	0.8	0.6	0.6	0.6	0.7	0.7	0.7	0.6	0.5	0.7
SD	0.5 b	0.6 a	0.6	0.5	0.5	0.6	0.5	0.6	0.7	0.6

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

Topic 3: Market Spending

Expected change in spending for: New product introductions

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	75 63.0% c	54 73.0%	32 80.0% a	54 70.1%	49 73.1%	23 63.9%	13 65.0%	23 67.6%
0=Zero	37 31.1%	15 20.3%	8 20.0%	22 28.6%	14 20.9%	10 27.8%	4 20.0%	10 29.4%
-1=Negative	7 5.9%	5 6.8%	0 0.0%	1 1.3% D	4 6.0%	3 8.3%	3 15.0% A	1 2.9%
Mean	0.6	0.7	0.8	0.7	0.7	0.6	0.5	0.6
SD	0.6 c	0.6	0.4 a	0.5	0.6	0.7	0.8	0.5

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

Topic 3: Market Spending

Expected change in spending for: New service introductions

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Positive	135 57.4%	2 20.0% biKl	13 72.2% aF	2 50.0%	1 25.0% k	4 57.1%	11 27.5% BhIjKL	6 54.5%	16 55.2% f	26 65.0% aF	5 71.4% f	30 76.9% AdF	12 66.7% aF
0=Zero	94 40.0%	8 80.0% bIjKl	5 27.8% aF	2 50.0%	3 75.0% k	3 42.9%	27 67.5% BIjKl	5 45.5%	13 44.8%	11 27.5% AF	1 14.3% af	9 23.1% AdF	6 33.3% af
-1=Negative	6 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 5.0%	0 0.0%	0 0.0% j	3 7.5%	1 14.3% hk	0 0.0% j	0 0.0%
Mean	0.5	0.2	0.7	0.5	0.3	0.6	0.2	0.5	0.6	0.6	0.6	0.8	0.7
SD	0.5	0.4 BKl	0.5 AF	0.6	0.5 k	0.5	0.5 BhIKL	0.5	0.5 f	0.6 F	0.8	0.4 AdF	0.5 aF

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

Topic 3: Market Spending

Expected change in spending for: New service introductions

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Positive	28 35.9% BD	57 71.3% Ac	19 51.4% bd	31 79.5% Ac	47 56.6%	14 51.9%	22 55.0%	7 53.8%	20 57.1%	12 57.1%
0=Zero	48 61.5% BD	21 26.3% Ac	18 48.6% bD	6 15.4% AC	34 41.0%	11 40.7%	18 45.0%	6 46.2%	14 40.0%	8 38.1%
-1=Negative	2 2.6%	2 2.5%	0 0.0%	2 5.1%	2 2.4%	2 7.4%	0 0.0%	0 0.0%	1 2.9%	1 4.8%
Mean	0.3	0.7	0.5	0.7	0.5	0.4	0.6	0.5	0.5	0.5
SD	0.5 BD	0.5 A	0.5	0.5 A	0.5	0.6	0.5	0.5	0.6	0.6

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

Topic 3: Market Spending

Expected change in spending for: New service introductions

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	61 51.7%	40 61.5%	24 58.5%	40 52.6%	33 53.2%	22 59.5%	11 64.7%	19 59.4%
0=Zero	54 45.8%	22 33.8%	17 41.5%	36 47.4%	26 41.9%	15 40.5%	3 17.6%	13 40.6%
-1=Negative	3 2.5%	3 4.6%	0 0.0%	0 0.0%	3 4.8%	0 0.0%	3 17.6%	0 0.0%
Mean	0.5	0.6	0.6	0.5	0.5	0.6	0.5	0.6
SD	0.6	0.6	0.5	0.5	0.6	0.5	0.8	0.5

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

Topic 3: Market Spending

Expected change in spending for: Marketing (non-sales) hires

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Positive	95 38.9%	11 78.6% bFghlJK	5 29.4% a	2 50.0%	1 33.3%	5 50.0%	11 26.2% A	4 33.3% a	13 44.8% a	15 35.7% A	2 28.6% a	13 34.2% A	10 47.6%
0=Zero	122 50.0%	3 21.4% fik	8 47.1%	0 0.0% fik	1 33.3%	5 50.0%	25 59.5% ac	7 58.3%	13 44.8%	23 54.8% ac	4 57.1%	21 55.3% ac	10 47.6%
-1=Negative	27 11.1%	0 0.0% cd	4 23.5%	2 50.0% ahikl	1 33.3% a	0 0.0% c	6 14.3%	1 8.3%	3 10.3% c	4 9.5% c	1 14.3%	4 10.5% c	1 4.8% c
Mean	0.3	0.8	0.1	0.0	0.0	0.5	0.1	0.3	0.3	0.3	0.1	0.2	0.4
SD	0.7	0.4 BcdFghlJK	0.7 A	1.2 a	1.0 a	0.5	0.6 A	0.6 a	0.7 a	0.6 A	0.7 a	0.6 A	0.6

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

Topic 3: Market Spending

Expected change in spending for: Marketing (non-sales) hires

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Positive	35 40.7%	24 32.9%	19 46.3%	17 39.5%	37 46.8%	11 35.5%	16 36.4%	8 47.1%	14 35.0%	6 26.1%
0=Zero	40 46.5%	40 54.8%	19 46.3%	22 51.2%	37 46.8%	18 58.1%	21 47.7%	8 47.1%	22 55.0%	11 47.8%
-1=Negative	11 12.8%	9 12.3%	3 7.3%	4 9.3%	5 6.3%	2 6.5%	7 15.9%	1 5.9%	4 10.0%	6 26.1%
Mean	0.3	0.2	0.4	0.3	0.4	0.3	0.2	0.4	0.3	0.0
SD	0.7	0.6	0.6	0.6	0.6 F	0.6	0.7	0.6	0.6	0.7 A

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

Topic 3: Market Spending

Expected change in spending for: Marketing (non-sales) hires

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	45 35.2%	26 38.2%	20 51.3%	39 50.6% Ce	25 39.1%	10 24.4% A	6 37.5%	11 28.9% a
0=Zero	68 53.1%	33 48.5%	18 46.2%	34 44.2%	32 50.0%	25 61.0%	10 62.5%	18 47.4%
-1=Negative	15 11.7%	9 13.2%	1 2.6%	4 5.2% E	7 10.9%	6 14.6%	0 0.0% e	9 23.7% Ad
Mean	0.2	0.3	0.5	0.5	0.3	0.1	0.4	0.1
SD	0.6 c	0.7	0.6 a	0.6 CE	0.7	0.6 A	0.5	0.7 A

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

Topic 3: Market Spending

Expected change in spending for: Integrating what we know about marketing

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Positive	136 60.4%	7 63.6%	13 68.4%	3 100.0%	0 0.0%	6 66.7%	20 50.0%	6 60.0%	19 70.4%	24 61.5%	6 85.7%	19 54.3%	11 52.4%
0=Zero	86 38.2%	4 36.4%	6 31.6%	0 0.0%	1 50.0%	3 33.3%	19 47.5%	4 40.0%	8 29.6%	15 38.5%	1 14.3%	15 42.9%	10 47.6%
-1=Negative	3 1.3%	0 0.0%	0 0.0%	0 0.0%	1 50.0%	0 0.0%	1 2.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.9%	0 0.0%
Mean	0.6	0.6	0.7	1.0	-0.5	0.7	0.5	0.6	0.7	0.6	0.9	0.5	0.5
SD	0.5	0.5	0.5	0.0	0.7	0.5	0.6	0.5	0.5	0.5	0.4	0.6	0.5
		d	D		aBFgHIKL	d	D	d	D	D	D	D	d

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

Topic 3: Market Spending

Expected change in spending for: Integrating what we know about marketing

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Positive	44 55.7%	47 67.1%	18 50.0%	26 66.7%	46 58.2%	16 51.6%	25 59.5%	9 69.2%	20 62.5%	13 65.0%
0=Zero	34 43.0%	22 31.4%	17 47.2%	13 33.3%	33 41.8%	15 48.4%	16 38.1%	4 30.8%	11 34.4%	6 30.0%
-1=Negative	1 1.3%	1 1.4%	1 2.8%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	1 3.1%	1 5.0%
Mean	0.5	0.7	0.5	0.7	0.6	0.5	0.6	0.7	0.6	0.6
SD	0.5	0.5	0.6	0.5	0.5	0.5	0.5	0.5	0.6	0.6

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

Topic 3: Market Spending

Expected change in spending for: Integrating what we know about marketing

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	70 60.3%	37 58.7%	24 58.5%	44 58.7%	38 59.4%	22 57.9%	7 58.3%	19 63.3%
0=Zero	44 37.9%	25 39.7%	17 41.5%	31 41.3%	25 39.1%	15 39.5%	5 41.7%	10 33.3%
-1=Negative	2 1.7%	1 1.6%	0 0.0%	0 0.0%	1 1.6%	1 2.6%	0 0.0%	1 3.3%
Mean	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
SD	0.5	0.5	0.5	0.5	0.5	0.6	0.5	0.6

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

Topic 3: Market Spending

Expected change in spending for: Developing knowledge about how to do marketing

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Positive	131 59.0%	9 64.3%	11 64.7%	3 75.0%	1 50.0%	5 62.5%	17 45.9%	8 72.7%	14 51.9%	18 50.0%	6 85.7%	21 61.8%	15 71.4%
0=Zero	88 39.6%	5 35.7%	6 35.3%	1 25.0%	1 50.0%	3 37.5%	19 51.4%	3 27.3%	13 48.1%	17 47.2%	1 14.3%	12 35.3%	6 28.6%
-1=Negative	3 1.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.7%	0 0.0%	0 0.0%	1 2.8%	0 0.0%	1 2.9%	0 0.0%
Mean	0.6	0.6	0.6	0.8	0.5	0.6	0.4	0.7	0.5	0.5	0.9	0.6	0.7
SD	0.5	0.5	0.5	0.5	0.7	0.5	0.6	0.5	0.5	0.6	0.4	0.6	0.5

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

Topic 3: Market Spending

Expected change in spending for: Developing knowledge about how to do marketing

N=612	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion
	A	B	C	D	A	B	C	D	E	F
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
1=Positive	43 53.8%	45 67.2%	18 48.6%	24 64.9%	45 59.2%	19 63.3%	24 58.5%	7 58.3%	21 60.0%	9 45.0%
0=Zero	36 45.0%	20 29.9%	19 51.4%	13 35.1%	31 40.8%	11 36.7%	16 39.0%	4 33.3%	13 37.1%	11 55.0%
		c	b							
-1=Negative	1 1.3%	2 3.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	1 8.3%	1 2.9%	0 0.0%
					d			a		
Mean	0.5	0.6	0.5	0.6	0.6	0.6	0.6	0.5	0.6	0.5
SD	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.7	0.6	0.5

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

Topic 3: Market Spending

Expected change in spending for: Developing knowledge about how to do marketing

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	66 57.4%	39 60.9%	21 56.8%	46 61.3%	32 54.2%	25 67.6%	8 61.5%	13 43.3%
0=Zero	48 41.7%	23 35.9%	16 43.2%	29 38.7%	27 45.8%	11 29.7%	4 30.8%	16 53.3%
-1=Negative	1 0.9%	2 3.1%	0 0.0%	0 0.0%	0 0.0%	1 2.7%	1 7.7%	1 3.3%
Mean	0.6	0.6	0.6	0.6	0.5	0.6	0.5	0.4
SD	0.5	0.6	0.5	0.5	0.5	0.5	0.7	0.6

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

Topic 3: Market Spending

Expected change in spending for: Marketing training

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Positive	116 50.4%	10 66.7%	8 50.0%	2 50.0%	0 0.0%	4 50.0%	23 56.1%	8 61.5%	10 38.5%	20 51.3%	5 62.5%	14 38.9%	9 50.0%
0=Zero	105 45.7%	5 33.3%	8 50.0%	2 50.0%	2 100.0%	3 37.5%	17 41.5%	5 38.5%	16 61.5% i	14 35.9% h	2 25.0%	21 58.3%	9 50.0%
-1=Negative	9 3.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 12.5%	1 2.4%	0 0.0%	0 0.0%	5 12.8%	1 12.5%	1 2.8%	0 0.0%
Mean	0.5	0.7	0.5	0.5	0.0	0.4	0.5	0.6	0.4	0.4	0.5	0.4	0.5
SD	0.6	0.5	0.5	0.6	0.0	0.7	0.6	0.5	0.5	0.7	0.8	0.5	0.5

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

Topic 3: Market Spending

Expected change in spending for: Marketing training

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Positive	39 48.8%	36 50.7%	22 55.0%	18 47.4%	37 48.7%	14 45.2%	20 45.5%	8 61.5%	21 55.3%	11 55.0%
0=Zero	39 48.8%	32 45.1%	17 42.5%	17 44.7%	37 48.7%	16 51.6%	21 47.7%	5 38.5%	14 36.8%	9 45.0%
-1=Negative	2 2.5%	3 4.2%	1 2.5%	3 7.9%	2 2.6%	1 3.2%	3 6.8%	0 0.0%	3 7.9%	0 0.0%
Mean	0.5	0.5	0.5	0.4	0.5	0.4	0.4	0.6	0.5	0.6
SD	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.5	0.6	0.5

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

Topic 3: Market Spending

Expected change in spending for: Marketing training

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	59 49.2%	33 49.3%	19 51.4%	38 50.7%	26 41.3%	22 56.4%	9 64.3%	16 50.0%
0=Zero	57 47.5%	29 43.3%	18 48.6%	35 46.7%	33 52.4%	16 41.0%	3 21.4%	16 50.0%
-1=Negative	4 3.3%	5 7.5%	0 0.0%	2 2.7%	4 6.3%	1 2.6%	2 14.3%	0 0.0%
Mean	0.5	0.4	0.5	0.5	0.3	0.5	0.5	0.5
SD	0.6	0.6	0.5	0.6	0.6	0.6	0.8	0.5

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

Topic 3: Market Spending

Expected change in spending for: Marketing research and intelligence

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Positive	157 63.1%	12 80.0% f	10 66.7%	3 75.0%	1 50.0%	7 70.0%	20 46.5% ah	8 57.1%	23 71.9% f	27 64.3%	5 62.5%	24 61.5%	13 68.4%
0=Zero	80 32.1%	2 13.3% f	5 33.3%	0 0.0%	1 50.0%	2 20.0%	22 51.2% ahil	6 42.9%	8 25.0% f	12 28.6% f	2 25.0%	14 35.9%	4 21.1% f
-1=Negative	12 4.8%	1 6.7%	0 0.0%	1 25.0% fk	0 0.0%	1 10.0%	1 2.3% c	0 0.0%	1 3.1%	3 7.1%	1 12.5%	1 2.6% c	2 10.5%
Mean	0.6	0.7	0.7	0.5	0.5	0.6	0.4	0.6	0.7	0.6	0.5	0.6	0.6
SD	0.6	0.6	0.5	1.0	0.7	0.7	0.5	0.5	0.5	0.6	0.8	0.5	0.7

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

Topic 3: Market Spending

Expected change in spending for: Marketing research and intelligence

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Positive	56 63.6%	53 66.3%	24 57.1%	23 60.5%	58 68.2%	18 62.1%	27 60.0%	10 58.8%	25 65.8%	13 54.2%
0=Zero	26 29.5%	24 30.0%	16 38.1%	14 36.8%	26 30.6%	11 37.9%	14 31.1%	7 41.2%	9 23.7%	9 37.5%
-1=Negative	6 6.8%	3 3.8%	2 4.8%	1 2.6%	1 1.2%	0 0.0%	4 8.9%	0 0.0%	4 10.5%	2 8.3%
Mean	0.6	0.6	0.5	0.6	0.7	0.6	0.5	0.6	0.6	0.5
SD	0.6	0.6	0.6	0.6	0.5	0.5	0.7	0.5	0.7	0.7

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

Topic 3: Market Spending

Expected change in spending for: Marketing research and intelligence

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100- 999 B	1000- 4999 C	5000- 9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	73 58.9%	50 67.6%	26 63.4%	49 62.8%	43 64.2%	23 57.5%	12 70.6%	21 58.3%
0=Zero	45 36.3%	19 25.7%	14 34.1%	28 35.9%	20 29.9%	16 40.0%	3 17.6%	11 30.6%
-1=Negative	6 4.8%	5 6.8%	1 2.4%	1 1.3% de	4 6.0%	1 2.5%	2 11.8% a	4 11.1% a
Mean	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.5
SD	0.6	0.6	0.5	0.5	0.6	0.6	0.7	0.7

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

Topic 3: Market Spending

Expected change in spending for: Marketing consulting services

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Positive	73 32.9%	3 25.0%	6 37.5%	2 50.0%	0 0.0%	3 33.3%	12 31.6%	4 36.4%	8 29.6%	9 25.0% k	1 12.5%	18 47.4% i	7 43.8%
0=Zero	129 58.1%	8 66.7%	9 56.3%	1 25.0%	2 100.0%	5 55.6%	24 63.2%	5 45.5%	13 48.1%	24 66.7%	6 75.0%	19 50.0%	8 50.0%
-1=Negative	20 9.0%	1 8.3%	1 6.3%	1 25.0%	0 0.0%	1 11.1%	2 5.3% h	2 18.2%	6 22.2% fk	3 8.3%	1 12.5%	1 2.6% h	1 6.3%
Mean	0.2	0.2	0.3	0.3	0.0	0.2	0.3	0.2	0.1	0.2	0.0	0.4	0.4
SD	0.6	0.6	0.6	1.0	0.0	0.7	0.6	0.8	0.7 k	0.6 k	0.5 k	0.6 hij	0.6

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

Topic 3: Market Spending

Expected change in spending for: Marketing consulting services

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Positive	23 29.1%	28 38.4%	10 29.4%	11 31.4%	34 44.2% c	8 27.6%	10 23.8% a	6 42.9%	7 25.0%	6 28.6%
0=Zero	46 58.2%	40 54.8%	20 58.8%	23 65.7%	40 51.9%	17 58.6%	28 66.7%	7 50.0%	18 64.3%	11 52.4%
-1=Negative	10 12.7%	5 6.8%	4 11.8%	1 2.9%	3 3.9% f	4 13.8%	4 9.5%	1 7.1%	3 10.7%	4 19.0% a
Mean	0.2	0.3	0.2	0.3	0.4	0.1	0.1	0.4	0.1	0.1
SD	0.6	0.6	0.6	0.5	0.6 bcef	0.6 a	0.6 a	0.6	0.6 a	0.7 a

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

Topic 3: Market Spending

Expected change in spending for: Marketing consulting services

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Positive	36 31.0%	18 30.5%	16 42.1%	29 40.8% be	16 24.6% a	13 38.2%	6 46.2%	6 19.4% a
0=Zero	69 59.5%	33 55.9%	21 55.3%	39 54.9%	42 64.6%	20 58.8%	5 38.5%	18 58.1%
-1=Negative	11 9.5%	8 13.6%	1 2.6%	3 4.2% E	7 10.8%	1 2.9% e	2 15.4%	7 22.6% Ac
Mean	0.2	0.2	0.4	0.4	0.1	0.4	0.3	0.0
SD	0.6	0.6	0.5	0.6 bE	0.6 a	0.5 e	0.8	0.7 Ac

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

Topic 4: Marketing Performance

Rate your firm's performance during the last 12 months

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	612	25	25	4	4	15	54	17	46	57	9	57	30
Percent	100.0%	7.3%	7.3%	1.2%	1.2%	4.4%	15.7%	5.0%	13.4%	16.6%	2.6%	16.6%	8.7%
Market share	317	19	21	4	4	12	43	16	38	50	8	46	25
	1.6	1.3	1.0	2.0	4.0	0.7	1.8	1.0	2.2	1.4	-0.4	2.2	2.2
	4.4	3.1	4.7	2.0	4.2	5.7	3.8	3.2	5.3	4.4	5.7	4.4	3.4
Firm sales	328	21	22	4	4	14	46	16	39	48	8	45	26
	-0.6	1.1	-1.0	-5.0	-2.5	-2.3	-3.7	-3.2	2.4	0.2	-2.0	-0.4	1.7
	6.9	7.5	6.9	10.0	8.8	7.9	6.5	7.3	7.3	5.2	7.3	6.3	6.9
Marketing ROI	266	16	18	3	3	10	32	15	36	39	8	41	21
	1.9	1.1	1.9	-5.0	-1.3	3.0	2.5	1.3	3.0	2.3	0.0	2.5	0.4
	5.0	4.3	5.1	5.0	5.1	6.3	5.2	4.5	5.2	3.9	5.8	4.7	6.0
Firm profits	309	20	20	4	4	13	42	15	35	48	8	46	26
	0.6	3.2	-1.0	-5.8	-2.5	-0.6	-1.6	-0.7	2.9	0.5	0.3	0.8	1.0
	7.0	5.9	6.8	8.5	8.8	8.4	7.6	6.6	6.3	6.7	8.0	6.5	6.9
Customer acquisition	306	18	22	4	3	12	38	16	40	51	8	47	22
	2.1	1.1	3.3	-0.8	-1.0	2.0	1.4	1.9	4.3	0.9	-0.6	2.8	2.3
	4.4	2.7	3.2	6.2	5.3	3.4	3.1	5.2	4.0	4.9	6.1	4.6	5.5
Customer retention	306	17	20	4	4	11	39	16	37	52	8	46	25
	1.7	2.1	2.8	2.0	-1.3	0.8	1.2	-0.9	2.8	1.1	0.9	2.3	3.0
	4.9	3.6	5.3	2.4	2.6	3.6	4.9	4.0	4.8	4.5	1.8	6.0	5.3
Brand value	271	17	18	2	4	10	33	14	36	45	8	40	21
	2.6	1.9	3.9	0.0	1.0	0.0	1.5	1.6	4.1	2.6	2.6	3.3	1.4
	4.6	3.2	4.6	4.2	4.2	3.2	4.9	2.9	4.8	4.8	3.7	4.6	5.0

Topic 4: Marketing Performance

Rate your firm's performance during the last 12 months

N=612 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion
Number	141	148	74	62	123	43	52	23	57	37
Percent	33.2%	34.8%	17.4%	14.6%	36.7%	12.8%	15.5%	6.9%	17.0%	11.0%
Market share	108	101	54	50	103	33	47	21	48	30
	1.5	1.9	1.8	1.1	1.7	2.3	1.6	2.8	0.8	1.8
	4.8	4.4	3.4	4.6	5.1	4.4	4.1	3.6	3.2	3.8
Firm sales	113	105	57	48	108	36	48	20	48	30
	-0.8	-0.4	-0.5	-0.5	0.5	-0.8	-1.1	1.0	-2.9	-0.5
	7.6	6.6	7.1	6.0	6.7	8.3	7.0	5.8	6.1	7.1
Marketing ROI	84	88	48	43	99	34	41	11	31	25
	1.9	2.5	0.9	1.9	2.5	1.8	2.0	1.9	0.6	1.0
	5.4	4.9	4.7	4.3	5.0	4.7	4.8	4.1	6.2	4.4
Firm profits	102	102	53	49	103	33	48	21	45	28
	-0.2	1.1	1.4	0.2	0.4	1.5	1.0	2.4	-2.3	1.7
	7.5	6.5	6.4	7.4	6.6	7.2	7.4	6.0	7.0	7.1
Customer acquisition	100	104	51	49	108	35	46	18	46	27
	2.5	2.4	2.0	0.6	3.2	2.6	0.9	2.3	1.0	1.0
	3.9	4.5	4.6	5.1	4.8	4.8	4.2	3.4	4.0	3.6
Customer retention	100	104	47	52	105	34	45	17	45	29
	1.5	2.3	0.6	1.8	2.7	2.8	0.8	0.7	0.1	2.1
	4.9	5.4	4.2	4.4	5.3	5.2	4.3	5.4	3.8	3.9
Brand value	89	88	46	46	94	30	44	13	35	27
	2.0	3.4	2.2	2.3	3.4	2.1	1.9	1.2	2.2	2.1
	4.3	4.9	3.5	5.1	4.8	4.9	3.8	3.0	4.3	5.0

Topic 4: Marketing Performance

Rate your firm's performance during the last 12 months

N=612 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Number	180	92	55	112	89	54	25	50
Percent	55.0%	28.1%	16.8%	33.9%	27.0%	16.4%	7.6%	15.2%
Market share	149	84	47	93	74	46	23	41
	1.4	1.7	2.0	1.7	2.2	1.2	0.5	1.6
	4.4	3.8	5.3	5.1	4.4	2.7	3.1	4.3
Firm sales	156	83	47	97	77	48	23	41
	-0.5	-1.0	-0.6	0.5	-0.8	-1.2	-1.4	-1.8
	6.8	7.0	7.5	6.6	7.9	6.5	6.1	6.7
Marketing ROI	124	71	42	90	71	30	15	28
	2.2	0.8	2.6	2.3	2.4	1.6	1.4	0.4
	4.8	5.5	4.9	4.7	5.3	5.8	5.2	3.9
Firm profits	149	81	43	93	76	45	22	38
	0.2	-0.1	1.7	0.7	0.6	0.6	-0.4	-0.2
	7.1	6.6	7.3	6.6	7.4	7.3	6.5	7.2
Customer acquisition	143	84	47	97	72	44	21	38
	2.1	1.3	3.1	3.0	2.2	1.8	-0.6	1.2
	4.3	4.5	4.9	4.5	5.1	3.8	4.4	2.8
Customer retention	141	86	46	95	73	44	21	39
	2.1	1.2	1.5	3.4	1.4	1.0	-0.9	1.5
	4.9	4.6	5.2	5.3	4.8	4.0	4.4	4.1
Brand value	125	75	42	85	68	35	19	34
	2.6	2.0	2.8	3.1	2.6	2.2	0.5	1.7
	4.6	3.8	5.5	4.6	4.2	4.3	5.0	4.6

Topic 4: Marketing Performance

What is your firm's goal for the next 12 months?

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Number	612	25	25	4	4	15	54	17	46	57	9	57	30
Percent	100.0%	7.3%	7.3%	1.2%	1.2%	4.4%	15.7%	5.0%	13.4%	16.6%	2.6%	16.6%	8.7%
Market share	312	19	20	4	4	10	43	16	37	50	8	46	25
	4.7	3.7	5.4	5.8	5.3	3.3	4.4	3.8	5.8	3.8	6.0	5.4	5.3
	3.4	2.4	3.1	3.4	3.7	4.1	3.4	2.2	4.2	2.8	3.7	3.5	3.4
Firm sales	325	20	21	4	4	12	46	16	40	48	8	46	26
	6.1	6.8	7.3	1.5	5.8	3.3	5.5	5.6	7.8	4.3	6.6	6.8	7.7
	4.0	4.0	3.5	6.2	5.1	5.8	4.5	2.8	3.1	3.2	4.1	3.8	3.0
Marketing ROI	266	15	18	3	3	9	32	15	38	40	8	41	21
	5.2	4.9	5.7	1.0	2.3	4.9	5.1	4.7	6.4	4.7	5.3	5.4	6.7
	3.7	2.9	3.9	1.7	1.2	4.5	3.5	3.1	3.7	3.6	3.2	3.7	3.2
Firm profits	307	19	19	4	4	12	42	15	36	48	8	46	26
	6.0	7.1	6.6	2.5	5.8	4.6	5.9	4.6	8.0	5.0	5.5	6.2	6.0
	3.8	3.6	3.3	5.0	5.1	4.5	3.8	2.8	3.0	3.9	4.4	3.5	3.8
Customer acquisition	308	18	21	4	3	11	39	16	41	51	8	47	22
	5.3	3.9	7.0	4.8	2.0	3.6	4.0	5.1	7.7	3.8	5.8	6.3	6.5
	3.7	4.1	2.7	3.5	2.6	3.9	3.8	3.2	3.0	3.0	4.0	3.6	3.2
Customer retention	307	17	19	4	4	9	40	16	38	52	8	46	25
	4.7	4.2	5.7	6.3	5.3	3.2	4.1	3.6	5.5	3.7	3.6	5.8	5.7
	3.9	4.1	3.9	3.0	4.0	3.7	3.8	2.9	3.9	3.4	3.9	4.2	3.9
Brand value	269	17	17	2	4	8	33	14	36	45	8	40	21
	5.7	4.2	6.8	3.5	4.0	4.8	5.0	4.4	6.7	5.5	6.5	6.2	5.4
	3.5	3.0	3.3	4.9	4.2	4.1	3.2	2.2	3.8	3.4	3.7	3.8	3.2

Topic 4: Marketing Performance

What is your firm's goal for the next 12 months?

N=612 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion
Number	141	148	74	62	123	43	52	23	57	37
Percent	33.2%	34.8%	17.4%	14.6%	36.7%	12.8%	15.5%	6.9%	17.0%	11.0%
Market share	107	99	54	48	102	33	47	21	46	29
	4.9	4.9	3.9	4.8	5.4	6.1	4.6	4.7	3.6	3.3
	3.7	3.2	2.9	3.4	3.6	3.6	3.4	3.7	2.3	2.4
Firm sales	113	105	57	46	110	36	47	20	46	29
	6.0	6.6	5.8	5.3	7.2	7.1	6.3	4.6	4.2	5.0
	4.4	3.7	4.2	3.6	3.7	3.7	3.5	4.1	4.0	3.6
Marketing ROI	85	89	48	42	101	34	40	11	31	25
	5.1	5.9	4.6	4.9	5.9	5.0	5.3	4.5	4.9	4.4
	3.7	3.9	3.0	3.9	3.6	3.9	3.6	3.7	3.5	3.0
Firm profits	103	101	53	47	104	33	47	21	43	28
	6.2	6.3	4.9	6.0	6.1	6.2	6.4	5.2	5.5	6.5
	3.9	3.8	3.6	3.7	4.1	3.9	3.7	3.1	3.4	3.4
Customer acquisition	102	104	52	47	110	35	46	18	44	27
	5.6	5.9	4.3	4.5	6.5	6.5	5.0	3.1	3.8	4.4
	3.7	3.5	3.8	3.6	3.7	3.6	3.7	3.6	2.7	2.7
Customer retention	101	104	48	50	106	35	45	17	43	28
	4.6	5.4	4.0	4.0	5.6	5.7	3.8	3.9	3.3	4.8
	3.9	4.1	3.5	3.7	4.1	4.0	3.6	2.5	3.4	3.5
Brand value	88	88	47	44	94	30	44	13	33	26
	5.3	6.4	5.2	5.5	6.5	5.4	4.8	5.9	4.6	4.9
	3.3	4.0	3.1	3.3	3.5	3.6	3.2	3.2	3.4	3.4

Topic 4: Marketing Performance

What is your firm's goal for the next 12 months?

N=612 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Number	180	92	55	112	89	54	25	50
Percent	55.0%	28.1%	16.8%	33.9%	27.0%	16.4%	7.6%	15.2%
Market share	147	83	46	92	74	46	23	38
	4.8	4.4	5.1	5.4	5.3	3.6	3.5	3.8
	3.6	3.1	3.3	3.7	3.3	3.1	2.5	2.8
Firm sales	155	82	47	98	76	48	23	38
	6.0	5.7	6.6	7.2	6.2	4.9	4.9	5.0
	4.2	3.9	3.8	4.0	4.4	3.6	4.0	3.5
Marketing ROI	124	72	42	92	70	30	16	27
	5.2	4.9	6.0	5.5	5.6	5.0	4.9	4.2
	3.6	4.0	3.6	3.8	4.1	3.1	3.4	2.9
Firm profits	149	80	42	94	75	45	22	36
	5.7	6.1	6.4	6.1	5.7	6.0	5.4	6.6
	3.8	3.8	4.1	4.0	4.2	3.6	3.4	3.2
Customer acquisition	144	83	47	99	72	44	21	36
	5.4	5.0	5.6	6.2	5.8	4.4	3.0	4.2
	3.7	3.8	3.7	4.1	3.7	3.4	2.6	2.8
Customer retention	140	85	46	96	74	44	21	36
	4.8	4.1	5.1	5.8	4.4	3.7	3.0	4.5
	4.1	3.8	3.9	4.4	3.7	3.6	3.3	3.3
Brand value	123	74	42	85	68	35	19	31
	5.4	5.2	6.1	6.3	5.5	4.9	4.5	4.2
	3.6	3.5	3.6	3.7	3.4	3.5	4.0	2.9

Topic 4: Marketing Performance

Firm rating for: Developing and using customer insights

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
5=Excellent	56 14.7%	2 8.7%	4 17.4%	0 0.0%	1 25.0%	1 7.1%	5 9.3% K	3 17.6%	5 11.1% k	8 14.0%	1 12.5%	16 29.1% Fhl	2 6.7% k
4=Good	147 38.6%	9 39.1%	15 65.2% Ik1	2 50.0%	2 50.0%	8 57.1% i	22 40.7%	8 47.1%	18 40.0%	14 24.6% Be	3 37.5%	19 34.5% b	9 30.0% b
3=Average	106 27.8%	7 30.4%	3 13.0% fh	0 0.0%	1 25.0%	2 14.3%	20 37.0% bk	2 11.8%	17 37.8% bk	19 33.3%	2 25.0%	10 18.2% fh	10 33.3%
2=Fair	49 12.9%	4 17.4%	1 4.3% c	2 50.0% bFhl	0 0.0%	2 14.3%	4 7.4% Ci	2 11.8%	4 8.9% c	13 22.8% f	2 25.0%	8 14.5%	2 6.7% c
1=Poor	23 6.0%	1 4.3%	0 0.0% l	0 0.0%	0 0.0%	1 7.1%	3 5.6% l	2 11.8%	1 2.2% L	3 5.3% l	0 0.0%	2 3.6% L	7 23.3% bfHiK
Mean	3.4	3.3	4.0	3.0	4.0	3.4	3.4	3.5	3.5	3.2	3.4	3.7	2.9
SD	1.1	1.0 b	0.7 acfhIL	1.2 b	0.8	1.1	1.0 bl	1.3	0.9 bl	1.1 Bk	1.1	1.1 iL	1.3 BfhK

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

Topic 4: Marketing Performance

Firm rating for: Developing and using customer insights

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
5=Excellent	10 7.9% Bd	25 19.8% A	8 11.8%	11 20.0% a	19 16.0%	10 23.8% c	3 5.8% bf	2 8.7%	10 17.9%	7 20.0% c
4=Good	50 39.7%	47 37.3%	29 42.6%	18 32.7%	51 42.9%	12 28.6%	25 48.1%	8 34.8%	19 33.9%	11 31.4%
3=Average	45 35.7% B	26 20.6% A	20 29.4%	14 25.5%	31 26.1%	13 31.0%	8 15.4% f	7 30.4%	17 30.4%	12 34.3% c
2=Fair	14 11.1%	21 16.7%	7 10.3%	7 12.7%	14 11.8%	3 7.1% c	12 23.1% b	4 17.4%	6 10.7%	3 8.6%
1=Poor	7 5.6%	7 5.6%	4 5.9%	5 9.1%	4 3.4%	4 9.5%	4 7.7%	2 8.7%	4 7.1%	2 5.7%
Mean	3.3	3.5	3.4	3.4	3.6	3.5	3.2	3.2	3.4	3.5
SD	1.0	1.2	1.0	1.2	1.0 c	1.2	1.1 a	1.1	1.1	1.1

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

Topic 4: Marketing Performance

Firm rating for: Developing and using customer insights

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
5=Excellent	28 15.8% b	6 6.6% ac	10 18.9% b	17 15.9%	10 11.2%	8 15.1%	3 12.5%	7 14.6%
4=Good	70 39.5%	31 34.1%	25 47.2%	47 43.9%	34 38.2%	20 37.7%	8 33.3%	16 33.3%
3=Average	46 26.0%	31 34.1%	12 22.6%	28 26.2%	25 28.1%	13 24.5%	8 33.3%	14 29.2%
2=Fair	22 12.4%	16 17.6%	5 9.4%	12 11.2%	15 16.9% d	8 15.1% d	0 0.0% bce	9 18.8% d
1=Poor	11 6.2%	7 7.7%	1 1.9%	3 2.8% D	5 5.6% d	4 7.5%	5 20.8% Abe	2 4.2% d
Mean	3.5	3.1	3.7	3.6	3.3	3.4	3.2	3.4
SD	1.1 b	1.0 aC	0.9 B	1.0	1.1	1.1	1.3	1.1

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

Topic 4: Marketing Performance

Firm rating for: Sharing valuable marketing knowledge

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
5=Excellent	42 11.2%	0 0.0% bdk	4 20.0% a	0 0.0%	1 25.0% a	2 14.3%	3 5.6% k	1 6.7%	5 11.1%	4 7.0% k	1 12.5%	11 20.0% afi	3 10.0%
4=Good	120 31.9%	9 39.1%	5 25.0%	2 50.0%	3 75.0% il	6 42.9%	16 29.6%	7 46.7%	13 28.9%	14 24.6% dj	5 62.5% il	19 34.5%	7 23.3% dj
3=Average	130 34.6%	6 26.1%	7 35.0%	1 25.0%	0 0.0%	5 35.7%	25 46.3% jk	5 33.3%	16 35.6% j	23 40.4% j	0 0.0% fhil	14 25.5% f	11 36.7% j
2=Fair	59 15.7%	8 34.8% efhk	3 15.0%	1 25.0%	0 0.0%	0 0.0% a	7 13.0% a	1 6.7%	6 13.3% a	11 19.3%	2 25.0%	7 12.7% a	6 20.0%
1=Poor	25 6.6%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	1 7.1%	3 5.6%	1 6.7%	5 11.1%	5 8.8%	0 0.0%	4 7.3%	3 10.0%
Mean	3.3	3.0	3.4	3.3	4.3	3.6	3.2	3.4	3.2	3.0	3.6	3.5	3.0
SD	1.1	0.9 d	1.1	1.0	0.5 afil	1.0	0.9 d	1.0	1.1	1.0 dk	1.1	1.2 i	1.1 d

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

Topic 4: Marketing Performance

Firm rating for: Sharing valuable marketing knowledge

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
5=Excellent	9 7.2% b	22 17.7% aC	2 3.0% Bd	7 12.5% c	15 13.0%	4 10.0%	2 3.8% f	2 8.7%	6 10.7%	7 20.0% c
4=Good	39 31.2%	35 28.2%	27 40.9%	18 32.1%	32 27.8% d	13 32.5%	15 28.8%	12 52.2% a	20 35.7%	12 34.3%
3=Average	49 39.2%	40 32.3%	22 33.3%	17 30.4%	45 39.1% D	13 32.5% d	16 30.8% d	2 8.7% AbceF	18 32.1% d	15 42.9% D
2=Fair	19 15.2%	18 14.5%	13 19.7%	9 16.1%	14 12.2% c	8 20.0% f	14 26.9% aF	3 13.0%	9 16.1%	1 2.9% bC
1=Poor	9 7.2%	9 7.3%	2 3.0%	5 8.9%	9 7.8%	2 5.0%	5 9.6%	4 17.4% f	3 5.4%	0 0.0% d
Mean	3.2	3.3	3.2	3.2	3.3	3.2	2.9	3.2	3.3	3.7
SD	1.0	1.1	0.9	1.1	1.1 cf	1.0 f	1.1 aF	1.3	1.0	0.8 abC

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

Topic 4: Marketing Performance

Firm rating for: Sharing valuable marketing knowledge

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
5=Excellent	21 12.1%	6 6.5%	7 13.7%	11 10.8%	7 7.9%	3 5.7%	3 12.0%	7 14.6%
4=Good	51 29.5% c	28 30.4%	23 45.1% a	31 30.4%	29 32.6%	22 41.5%	6 24.0%	15 31.3%
3=Average	58 33.5%	38 41.3%	14 27.5%	43 42.2%	27 30.3%	15 28.3%	8 32.0%	18 37.5%
2=Fair	29 16.8%	15 16.3%	5 9.8%	12 11.8% b	21 23.6% ac	5 9.4% b	6 24.0%	6 12.5%
1=Poor	14 8.1%	5 5.4%	2 3.9%	5 4.9% c	5 5.6%	8 15.1% a	2 8.0%	2 4.2%
Mean	3.2	3.2	3.5	3.3	3.1	3.1	3.1	3.4
SD	1.1 c	1.0 c	1.0 ab	1.0	1.0	1.2	1.2	1.0

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

Topic 4: Marketing Performance

Firm rating for: Marketing that is beneficial for society

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
5=Excellent	30 9.1%	0 0.0% dh	2 11.1%	0 0.0%	1 25.0% a	0 0.0%	4 8.3%	0 0.0%	6 18.2% a	4 8.0%	0 0.0%	6 12.8%	3 11.5%
4=Good	90 27.4%	10 47.6% fgK	6 33.3%	2 66.7% k	0 0.0%	7 58.3% fgiKl	11 22.9% ae	2 13.3% ae	9 27.3%	13 26.0% e	1 12.5%	7 14.9% AcE	6 23.1% e
3=Average	109 33.2%	4 19.0%	5 27.8%	1 33.3%	2 50.0%	4 33.3%	20 41.7%	5 33.3%	9 27.3%	17 34.0%	2 25.0%	20 42.6%	8 30.8%
2=Fair	56 17.1%	4 19.0%	5 27.8%	0 0.0%	1 25.0%	0 0.0% j	8 16.7%	3 20.0%	3 9.1% j	10 20.0%	3 37.5% eh	5 10.6%	5 19.2%
1=Poor	43 13.1%	3 14.3%	0 0.0% gjk	0 0.0%	0 0.0%	1 8.3%	5 10.4%	5 33.3% g	6 18.2% bf	6 12.0%	2 25.0% b	9 19.1% b	4 15.4%
Mean	3.0	3.0	3.3	3.7	3.3	3.4	3.0	2.3	3.2	3.0	2.3	2.9	3.0
SD	1.2	1.1	1.0 gj	0.6	1.3	0.9 Gj	1.1 g	1.1 bEghi	1.4 g	1.1 g	1.0 be	1.2	1.2

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

Topic 4: Marketing Performance

Firm rating for: Marketing that is beneficial for society

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
5=Excellent	10 9.2%	10 9.5%	5 8.1%	4 8.5%	15 16.5%	4 10.8%	2 4.0%	1 4.5%	1 2.1%	3 8.8%
4=Good	30 27.5%	27 25.7%	17 27.4%	14 29.8%	23 25.3%	6 16.2%	12 24.0%	8 36.4%	12 25.5%	12 35.3%
3=Average	39 35.8%	38 36.2%	20 32.3%	11 23.4%	30 33.0%	12 32.4%	15 30.0%	4 18.2%	21 44.7%	13 38.2%
2=Fair	19 17.4%	9 8.6%	14 22.6%	13 27.7%	12 13.2%	8 21.6%	11 22.0%	4 18.2%	9 19.1%	3 8.8%
1=Poor	11 10.1%	21 20.0%	6 9.7%	5 10.6%	11 12.1%	7 18.9%	10 20.0%	5 22.7%	4 8.5%	3 8.8%
Mean	3.1	3.0	3.0	3.0	3.2	2.8	2.7	2.8	2.9	3.3
SD	1.1	1.2	1.1	1.2	1.2	1.3	1.2	1.3	0.9	1.1

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

Topic 4: Marketing Performance

Firm rating for: Marketing that is beneficial for society

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
5=Excellent	18 12.2% b	3 3.6% a	5 11.4%	12 14.1%	6 7.6%	2 4.3%	1 4.8%	2 4.7%
4=Good	34 23.1%	26 31.3%	12 27.3%	20 23.5%	20 25.3%	14 30.4%	4 19.0%	13 30.2%
3=Average	50 34.0%	28 33.7%	14 31.8%	30 35.3%	27 34.2%	12 26.1%	7 33.3%	18 41.9%
2=Fair	21 14.3%	17 20.5%	7 15.9%	14 16.5%	15 19.0%	7 15.2%	5 23.8%	5 11.6%
1=Poor	24 16.3%	9 10.8%	6 13.6%	9 10.6% c	11 13.9%	11 23.9% a	4 19.0%	5 11.6%
Mean	3.0	3.0	3.1	3.1	2.9	2.8	2.7	3.0
SD	1.2	1.1	1.2	1.2	1.1	1.3	1.2	1.0

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

Topic 4: Marketing Performance

Firm rating for: Minimize the impact of marketing on the ecological environment

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
5=Excellent	32 10.6%	2 11.1%	3 15.0%	0 0.0%	1 33.3%	3 27.3%	4 8.2%	0 0.0%	5 19.2%	2 4.5%	0 0.0%	5 11.1%	2 10.0%
4=Good	80 26.6%	4 22.2%	7 35.0%	1 33.3%	1 33.3%	6 54.5%	11 22.4%	3 20.0%	10 38.5%	9 20.5%	1 16.7%	11 24.4%	4 20.0%
3=Average	95 31.6%	4 22.2%	4 20.0%	2 66.7%	0 0.0%	1 9.1%	18 36.7%	4 26.7%	6 23.1%	13 29.5%	4 66.7%	19 42.2%	7 35.0%
2=Fair	58 19.3%	5 27.8%	6 30.0%	0 0.0%	0 0.0%	0 0.0%	10 20.4%	3 20.0%	3 11.5%	13 29.5%	1 16.7%	6 13.3%	3 15.0%
1=Poor	36 12.0%	3 16.7%	0 0.0%	0 0.0%	1 33.3%	1 9.1%	6 12.2%	5 33.3%	2 7.7%	7 15.9%	0 0.0%	4 8.9%	4 20.0%
Mean	3.0	2.8	3.4	3.3	3.3	3.9	2.9	2.3	3.5	2.7	3.0	3.2	2.9
SD	1.2	1.3	1.1	0.6	2.1	1.1	1.1	1.2	1.2	1.1	0.6	1.1	1.3

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

Topic 4: Marketing Performance

Firm rating for: Minimize the impact of marketing on the ecological environment

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
5=Excellent	14 14.1%	11 11.3%	4 6.6%	3 7.5%	11 13.3%	3 9.7%	2 4.4%	1 5.0%	4 10.0%	3 9.1%
4=Good	26 26.3%	28 28.9%	13 21.3%	13 32.5%	19 22.9%	8 25.8%	12 26.7%	4 20.0%	9 22.5%	15 45.5%
3=Average	27 27.3%	31 32.0%	22 36.1%	11 27.5%	28 33.7%	5 16.1%	14 31.1%	5 25.0%	19 47.5%	8 24.2%
2=Fair	21 21.2%	15 15.5%	13 21.3%	9 22.5%	14 16.9%	11 35.5%	9 20.0%	6 30.0%	6 15.0%	3 9.1%
1=Poor	11 11.1%	12 12.4%	9 14.8%	4 10.0%	11 13.3%	4 12.9%	8 17.8%	4 20.0%	2 5.0%	4 12.1%
Mean	3.1	3.1	2.8	3.1	3.1	2.8	2.8	2.6	3.2	3.3
SD	1.2	1.2	1.1	1.1	1.2	1.2	1.2	1.2	1.0	1.2

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

Topic 4: Marketing Performance

Firm rating for: Minimize the impact of marketing on the ecological environment

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
5=Excellent	15 11.3%	8 10.8%	3 7.0%	11 14.3%	5 7.1%	4 9.1%	2 10.0%	3 7.5%
4=Good	41 30.8% b	11 14.9% a	12 27.9%	17 22.1% e	15 21.4% e	13 29.5%	2 10.0% e	17 42.5% abd
3=Average	38 28.6%	28 37.8%	13 30.2%	25 32.5%	24 34.3%	10 22.7%	6 30.0%	14 35.0%
2=Fair	23 17.3%	18 24.3%	7 16.3%	16 20.8%	16 22.9%	7 15.9%	7 35.0% e	4 10.0% d
1=Poor	16 12.0%	9 12.2%	8 18.6%	8 10.4%	10 14.3%	10 22.7% e	3 15.0%	2 5.0% c
Mean	3.1	2.9	2.9	3.1	2.8	2.9	2.7	3.4
SD	1.2	1.1	1.2	1.2	1.1 e	1.3 e	1.2 e	1.0 bcd

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

Topic 6: Marketing Organization and Leadership

Where is marketing located in your firm?

N=356	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	356 100.0%	24 6.7%	25 7.0%	4 1.1%	4 1.1%	15 4.2%	54 15.2%	17 4.8%	46 12.9%	56 15.7%	8 2.2%	57 16.0%	30 8.4%
Corporate	285 80.1%	19 79.2%	20 80.0%	3 75.0%	3 75.0%	8 53.3% Hikl	39 72.2%	14 82.4%	40 87.0% E	47 83.9% e	7 87.5%	48 84.2% e	25 83.3% e
Business unit level	135 37.9%	10 41.7%	12 48.0% k	2 50.0%	1 25.0%	5 33.3%	25 46.3% k	5 29.4%	16 34.8%	27 48.2% K	3 37.5%	13 22.8% bfI	10 33.3%
Brand or product level	61 17.1%	8 33.3% gK	5 20.0% k	0 0.0%	0 0.0%	4 26.7% k	11 20.4% k	1 5.9% a	7 15.2%	10 17.9% k	2 25.0%	3 5.3% Abefil	6 20.0% k
Field Offices	55 15.4%	2 8.3%	3 12.0%	0 0.0%	0 0.0%	3 20.0%	11 20.4%	1 5.9%	5 10.9%	12 21.4%	1 12.5%	9 15.8%	5 16.7%

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

Topic 6: Marketing Organization and Leadership

Where is marketing located in your firm?

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=356									
Total	122 34.3%	120 33.7%	58 16.3%	52 14.6%	123 34.6%	42 11.8%	52 14.6%	23 6.5%	56 15.7%	36 10.1%
Corporate	87 71.3% B	106 88.3% A	48 82.8%	43 82.7%	108 87.8% cE	38 90.5% cE	38 73.1% abd	22 95.7% cE	33 58.9% ABD	28 77.8%
Business unit level	50 41.0%	36 30.0%	25 43.1%	22 42.3%	26 21.1% EF	11 26.2% EF	18 34.6% EF	9 39.1% f	35 62.5% ABC	24 66.7% ABCd
Brand or product level	23 18.9% b	10 8.3% aCd	17 29.3% B	10 19.2% b	7 5.7% BEF	10 23.8% A	6 11.5% ef	2 8.7% e	18 32.1% AcD	11 30.6% Ac
Field Offices	19 15.6%	14 11.7% d	8 13.8%	14 26.9% b	6 4.9% bCeF	6 14.3% a	12 23.1% A	3 13.0%	9 16.1% a	12 33.3% A

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

Topic 6: Marketing Organization and Leadership

Where is marketing located in your firm?

N=356	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 50.6%	92 25.8%	55 15.4%	111 31.2%	89 25.0%	54 15.2%	25 7.0%	50 14.0%
Corporate	142 78.9%	77 83.7%	44 80.0%	98 88.3%	71 79.8%	41 75.9%	19 76.0%	37 74.0%
Business unit level	64 35.6%	37 40.2%	20 36.4%	22 19.8%	25 28.1%	24 44.4%	16 64.0%	38 76.0%
Brand or product level	27 15.0%	17 18.5%	9 16.4%	8 7.2%	12 13.5%	8 14.8%	8 32.0%	18 36.0%
Field Offices	28 15.6%	15 16.3%	5 9.1%	5 4.5%	15 16.9%	10 18.5%	5 20.0%	15 30.0%

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

Topic 6: Marketing Organization and Leadership

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

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
Sales and marketing work together on an equal level	248 70.5%	20 83.3% gjk	16 64.0%	4 100.0%	4 100.0%	9 64.3%	45 83.3% GJK	8 47.1% aFH	38 82.6% GJk	37 67.3%	3 37.5% aFH	34 59.6% aFh	20 69.0%
Sales is in charge of marketing	40 11.4%	1 4.2% j	4 16.0%	0 0.0%	0 0.0%	3 21.4%	6 11.1%	1 5.9%	4 8.7% j	9 16.4%	3 37.5% ahkL	6 10.5% j	1 3.4% J
Sales is within the marketing function	34 9.7%	1 4.2%	4 16.0%	0 0.0%	0 0.0%	1 7.1%	2 3.7% jk	1 5.9%	3 6.5%	5 9.1%	2 25.0% f	10 17.5% f	3 10.3%
We don't have a sales function	21 6.0%	1 4.2% G	0 0.0% G	0 0.0%	0 0.0%	0 0.0% g	0 0.0% GkL	7 41.2% ABeFHijkl	1 2.2% G	3 5.5% G	0 0.0% g	4 7.0% fG	4 13.8% Fg
We have a sales function, but not a marketing function	9 2.6%	1 4.2%	1 4.0%	0 0.0%	0 0.0%	1 7.1%	1 1.9%	0 0.0%	0 0.0%	1 1.8%	0 0.0%	3 5.3%	1 3.4%

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

Topic 6: Marketing Organization and Leadership

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

N=612

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
Sales and marketing work together on an equal level	97 80.2% bD	79 66.9% a	40 70.2%	29 55.8% A	82 66.7%	31 73.8%	35 67.3%	18 78.3%	39 72.2%	25 71.4%
Sales is in charge of marketing	13 10.7%	15 12.7%	7 12.3%	5 9.6%	10 8.1%	4 9.5%	8 15.4%	2 8.7%	8 14.8%	6 17.1%
Sales is within the marketing function	6 5.0% D	13 11.0% d	2 3.5% D	12 23.1% AbC	21 17.1% def	3 7.1%	4 7.7%	0 0.0% a	2 3.7% a	1 2.9% a
We don't have a sales function	1 0.8% CD	6 5.1% c	8 14.0% Ab	6 11.5% A	7 5.7%	2 4.8%	4 7.7%	2 8.7%	4 7.4%	2 5.7%
We have a sales function, but not a marketing function	4 3.3%	5 4.2%	0 0.0%	0 0.0%	3 2.4%	2 4.8%	1 1.9%	1 4.3%	1 1.9%	1 2.9%

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

Topic 6: Marketing Organization and Leadership

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

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
Sales and marketing work together on an equal level	122 67.8%	69 76.7%	37 67.3%	68 61.3% BDe	70 78.7% A	35 64.8% d	21 91.3% Ac	38 77.6% a
Sales is in charge of marketing	25 13.9% c	10 11.1%	2 3.6% a	12 10.8%	6 6.7% E	8 14.8%	0 0.0% e	11 22.4% Bd
Sales is within the marketing function	15 8.3%	9 10.0%	9 16.4%	21 18.9% bE	7 7.9% ae	4 7.4%	1 4.3%	0 0.0% Ab
We don't have a sales function	12 6.7% b	1 1.1% aC	6 10.9% B	7 6.3%	5 5.6%	5 9.3% e	1 4.3%	0 0.0% c
We have a sales function, but not a marketing function	6 3.3%	1 1.1%	1 1.8%	3 2.7%	1 1.1%	2 3.7%	0 0.0%	0 0.0%

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

Topic 6: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
Other (please explain)	70 19.9%	5 20.0%	4 16.0%	0 0.0%	0 0.0%	2 13.3%	18 34.6% ik	2 12.5%	11 25.0%	10 17.9% f	1 12.5%	8 14.0% f	5 17.2%
Director of Marketing	68 19.4%	8 32.0% i	3 12.0% ej	2 50.0% gil	2 50.0% gil	6 40.0% bgIkI	10 19.2%	1 6.3% cdej	10 22.7%	5 8.9% acdEJ	4 50.0% bgIkI	9 15.8% ej	3 10.3% cdej
Vice President of Marketing	59 16.8%	3 12.0%	3 12.0%	2 50.0% f	1 25.0%	3 20.0%	6 11.5% c	3 18.8%	8 18.2%	11 19.6%	2 25.0%	8 14.0%	8 27.6%
Chief Marketing Officer	41 11.7%	2 8.0%	6 24.0% fk	0 0.0%	0 0.0%	1 6.7%	3 5.8% bGi	5 31.3% Fhk	4 9.1% g	11 19.6% f	1 12.5%	4 7.0% bg	3 10.3%
CEO	38 10.8%	4 16.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	3 5.8%	3 18.8%	8 18.2%	5 8.9%	0 0.0%	9 15.8%	4 13.8%
Senior Vice President of Marketing	21 6.0%	1 4.0%	2 8.0%	0 0.0%	0 0.0%	1 6.7%	4 7.7%	1 6.3%	0 0.0% i	7 12.5% h	0 0.0%	3 5.3%	1 3.4%
Vice President of Marketing and Sales	15 4.3%	1 4.0%	2 8.0%	0 0.0%	0 0.0%	1 6.7%	2 3.8%	0 0.0%	2 4.5%	1 1.8%	0 0.0%	4 7.0%	1 3.4%
President	15 4.3%	1 4.0%	3 12.0% hI	0 0.0%	0 0.0%	0 0.0%	4 7.7% i	0 0.0%	0 0.0% bk	0 0.0% Bfk	0 0.0%	5 8.8% hi	1 3.4%
Vice President of Business Development	10 2.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	2 3.8%	0 0.0%	0 0.0%	2 3.6%	0 0.0%	3 5.3%	1 3.4%

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

Topic 6: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
Other (please explain)	30 25.2%	18 15.3%	11 19.0%	10 19.2%	14 11.6% De	6 14.6%	12 23.1%	8 36.4% A	14 24.6% a	8 23.5%
Director of Marketing	28 23.5%	19 16.1%	13 22.4%	7 13.5%	16 13.2% ef	7 17.1%	11 21.2%	2 9.1% f	16 28.1% a	11 32.4% ad
Vice President of Marketing	21 17.6%	22 18.6%	9 15.5%	7 13.5%	16 13.2% b	11 26.8% aF	11 21.2% f	6 27.3% F	11 19.3% f	1 2.9% BcDe
Chief Marketing Officer	12 10.1%	15 12.7%	4 6.9%	10 19.2%	15 12.4%	4 9.8%	6 11.5%	1 4.5%	7 12.3%	4 11.8%
CEO	9 7.6% c	13 11.0%	11 19.0% a	4 7.7%	29 24.0% cdEF	4 9.8% e	5 9.6% ae	0 0.0% a	0 0.0% Abc	0 0.0% A
Senior Vice President of Marketing	5 4.2%	8 6.8%	4 6.9%	4 7.7%	4 3.3% d	2 4.9%	2 3.8%	3 13.6% a	5 8.8%	4 11.8%
Vice President of Marketing and Sales	4 3.4%	6 5.1%	2 3.4%	2 3.8%	7 5.8%	3 7.3%	2 3.8%	0 0.0%	1 1.8%	1 2.9%
President	5 4.2%	6 5.1%	2 3.4%	2 3.8%	11 9.1% e	2 4.9%	1 1.9%	0 0.0%	0 0.0% a	0 0.0%
Vice President of Business Development	3 2.5%	4 3.4%	1 1.7%	2 3.8%	4 3.3%	1 2.4%	0 0.0%	1 4.5%	2 3.5%	1 2.9%

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

Topic 6: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
Other (please explain)	31 17.5%	18 20.0%	9 16.7%	14 12.6% CE	11 12.6% CE	18 34.0% AB	5 20.0%	18 36.7% AB
Director of Marketing	38 21.5%	15 16.7%	9 16.7%	15 13.5% e	19 21.8%	7 13.2% e	5 20.0%	15 30.6% ac
Vice President of Marketing	32 18.1%	16 17.8%	10 18.5%	14 12.6% b	23 26.4% ae	10 18.9%	4 16.0%	5 10.2% b
Chief Marketing Officer	20 11.3%	9 10.0%	10 18.5%	15 13.5%	13 14.9%	6 11.3%	3 12.0%	3 6.1%
CEO	19 10.7%	8 8.9%	10 18.5%	27 24.3% BCDE	8 9.2% Ae	1 1.9% A	0 0.0% A	0 0.0% Ab
Senior Vice President of Marketing	10 5.6%	9 10.0% c	0 0.0% b	3 2.7% cd	2 2.3% cd	6 11.3% ab	3 12.0% ab	4 8.2%
Vice President of Marketing and Sales	9 5.1%	4 4.4%	0 0.0%	6 5.4%	6 6.9%	1 1.9%	1 4.0%	1 2.0%
President	8 4.5%	4 4.4%	1 1.9%	8 7.2%	3 3.4%	1 1.9%	0 0.0%	0 0.0%
Vice President of Business Development	6 3.4%	3 3.3%	0 0.0%	6 5.4% b	0 0.0% aD	0 0.0% d	2 8.0% Bc	1 2.0%

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

Topic 6: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		VP of Marketing Services	8 2.3%	0 0.0% d	0 0.0% d	0 0.0%	1 25.0% abFhk	0 0.0%	0 0.0% D	1 6.3%	1 2.3% d	2 3.6%	0 0.0%
VP of Marketing Research	3 0.9%	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 1.8%	0 0.0%	2 3.5%	0 0.0%
Vice President of Sales	3 0.9%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.8%	0 0.0%	1 1.8%	0 0.0%

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

Topic 6: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=612

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	VP of Marketing Services	1 0.8%	3 2.5%	1 1.7%	3 5.8%	1 0.8% f	1 2.4%	2 3.8%	0 0.0%	1 1.8%
VP of Marketing Research	0 0.0%	3 2.5%	0 0.0%	0 0.0%	1 0.8%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	1 2.9%
Vice President of Sales	1 0.8%	1 0.8%	0 0.0%	1 1.9%	3 2.5%	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 6: Marketing Organization and Leadership

Check the description that best describes your role within the firm.

N=612

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
VP of Marketing Services	2 1.1%	3 3.3%	2 3.7%	1 0.9% d	1 1.1%	1 1.9%	2 8.0% a	2 4.1%
VP of Marketing Research	1 0.6%	1 1.1%	1 1.9%	1 0.9%	0 0.0%	1 1.9%	0 0.0%	0 0.0%
Vice President of Sales	1 0.6%	0 0.0%	2 3.7%	1 0.9%	1 1.1%	1 1.9%	0 0.0%	0 0.0%

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Is collected on a regular basis

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Not at All	3 0.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	1 3.3%
2=	22 6.4%	1 4.2%	4 16.0% h	1 25.0% gh	1 25.0% gh	2 14.3%	2 3.7%	0 0.0% cd	1 2.3% bcd	5 9.1%	0 0.0%	4 7.1%	1 3.3%
3=	23 6.7%	3 12.5% h	0 0.0% gl	0 0.0%	0 0.0%	0 0.0%	6 11.1% h	3 17.6% bH	0 0.0% afGL	2 3.6% 1	0 0.0%	4 7.1%	5 16.7% bHi
4=	50 14.6%	1 4.2% e	2 8.0%	1 25.0%	0 0.0%	4 28.6% a	8 14.8%	3 17.6%	5 11.4%	7 12.7%	1 12.5%	8 14.3%	7 23.3%
5=	79 23.1%	3 12.5%	6 24.0%	0 0.0%	0 0.0%	2 14.3%	16 29.6%	3 17.6%	10 22.7%	16 29.1%	0 0.0%	16 28.6%	6 20.0%
6=	74 21.6%	7 29.2%	7 28.0%	1 25.0%	1 25.0%	3 21.4%	9 16.7% H	3 17.6%	19 43.2% FIKl	8 14.5% H	3 37.5%	8 14.3% H	5 16.7% h
7=All the Time	91 26.6%	9 37.5%	6 24.0%	1 25.0%	2 50.0%	3 21.4%	13 24.1%	5 29.4%	8 18.2%	17 30.9%	4 50.0%	16 28.6%	5 16.7%
Mean	5.2	5.6	5.2	4.8	5.5	4.9	5.2	5.2	5.5	5.3	6.3	5.2	4.7
SD	1.5	1.6 l	1.7	2.2	2.4	1.7	1.4 j	1.5	1.3 1	1.6	1.0 fl	1.5	1.6 ahj

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Is collected on a regular basis

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Not at All	0 0.0%	3 2.6%	0 0.0%	0 0.0%	1 0.8%	1 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=	4 3.4% b	12 10.3% a	3 5.6%	3 5.8%	13 10.7% f	2 4.9%	3 5.8%	2 9.1%	2 3.6%	0 0.0% a
3=	10 8.5% d	9 7.8% d	3 5.6%	0 0.0% ab	6 5.0% b	7 17.1% af	5 9.6%	1 4.5%	4 7.1%	0 0.0% b
4=	18 15.3%	22 19.0%	6 11.1%	4 7.7%	20 16.5% d	5 12.2%	7 13.5%	0 0.0% af	8 14.3%	7 20.6% d
5=	23 19.5%	31 26.7%	12 22.2%	13 25.0%	24 19.8%	14 34.1%	12 23.1%	4 18.2%	16 28.6%	6 17.6%
6=	30 25.4% b	15 12.9% acd	15 27.8% b	14 26.9% b	26 21.5%	8 19.5%	12 23.1%	6 27.3%	11 19.6%	6 17.6%
7=All the Time	33 28.0%	24 20.7%	15 27.8%	18 34.6%	31 25.6% bf	4 9.8% aDeF	13 25.0%	9 40.9% B	15 26.8% b	15 44.1% aB
Mean	5.4	4.8	5.4	5.7	5.1	4.7	5.2	5.7	5.3	5.9
SD	1.4 B	1.7 AcD	1.4 b	1.3 B	1.6 f	1.5 deF	1.5 f	1.6 b	1.4 b	1.2 aBc

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Is collected on a regular basis

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Not at All	1 0.6%	1 1.1%	1 1.9%	1 0.9%	1 1.1%	0 0.0%	0 0.0%	0 0.0%
2=	12 6.7%	5 5.4%	5 9.3%	13 11.7% be	3 3.4% a	3 5.8%	1 4.0%	1 2.0% a
3=	14 7.8%	7 7.6%	1 1.9%	8 7.2%	7 8.0% e	5 9.6% e	3 12.0% e	0 0.0% bcd
4=	31 17.2% c	11 12.0%	3 5.6% a	13 11.7%	15 17.0%	12 23.1% e	4 16.0%	4 8.0% c
5=	37 20.6%	19 20.7%	18 33.3%	26 23.4%	22 25.0%	9 17.3%	6 24.0%	11 22.0%
6=	39 21.7%	20 21.7%	12 22.2%	24 21.6%	18 20.5%	12 23.1%	3 12.0%	13 26.0%
7=All the Time	46 25.6%	29 31.5%	14 25.9%	26 23.4% e	22 25.0% e	11 21.2% e	8 32.0%	21 42.0% abc
Mean	5.2	5.4	5.3	5.0	5.2	5.1	5.2	6.0
SD	1.5	1.6	1.6	1.7 E	1.5 E	1.5 E	1.6 e	1.1 ABCd

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Is shared vertically across different levels of the firm and business units

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharm. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Not at All	4 1.2%	1 4.2%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=	29 8.6%	1 4.2%	2 8.7%	0 0.0%	0 0.0%	2 14.3%	4 7.4%	2 11.8%	2 4.5%	5 9.1%	1 12.5%	5 9.1%	5 16.7%
3=	44 13.0%	2 8.3%	4 17.4%	1 25.0%	1 25.0%	1 7.1%	7 13.0%	0 0.0%	3 6.8%	8 14.5%	0 0.0%	12 21.8%	4 13.3%
4=	69 20.4%	8 33.3%	4 17.4%	0 0.0%	0 0.0%	1 7.1%	9 16.7%	4 23.5%	11 25.0%	10 18.2%	1 12.5%	15 27.3%	4 13.3%
5=	81 24.0%	3 12.5%	4 17.4%	2 50.0%	0 0.0%	7 50.0%	15 27.8%	5 29.4%	10 22.7%	16 29.1%	0 0.0%	6 10.9%	12 40.0%
6=	67 19.8%	6 25.0%	4 17.4%	1 25.0%	1 25.0%	1 7.1%	10 18.5%	3 17.6%	10 22.7%	10 18.2%	5 62.5%	12 21.8%	3 10.0%
7=All the Time	44 13.0%	3 12.5%	4 17.4%	0 0.0%	2 50.0%	2 14.3%	8 14.8%	3 17.6%	7 15.9%	6 10.9%	1 12.5%	5 9.1%	2 6.7%
Mean	4.7	4.7	4.6	4.8	5.8	4.7	4.8	4.9	4.9	4.7	5.4	4.4	4.3
SD	1.5	1.6	1.8	1.3	1.9	1.5	1.6	1.5	1.5	1.5	1.6	1.5	1.5

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Is shared vertically across different levels of the firm and business units

	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion
	A	B	C	D	A	B	C	D	E	F
N=612										
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
1=Not at All	3 2.6%	0 0.0%	0 0.0%	1 1.9%	3 2.5%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%
2=	8 6.8%	14 12.4%	5 9.3%	2 3.8%	13 10.9%	3 7.3%	5 9.6%	1 4.5%	6 10.7%	0 0.0%
					f					a
3=	14 12.0%	23 20.4%	2 3.7%	5 9.6%	14 11.8%	9 22.0%	8 15.4%	2 9.1%	4 7.1%	5 14.7%
		C	B			e			b	
4=	16 13.7%	28 24.8%	16 29.6%	8 15.4%	26 21.8%	3 7.3%	11 21.2%	1 4.5%	17 30.4%	6 17.6%
	bc	a	a		b	aE		e	Bd	
5=	34 29.1%	20 17.7%	11 20.4%	15 28.8%	26 21.8%	11 26.8%	11 21.2%	7 31.8%	14 25.0%	11 32.4%
	b	a								
6=	28 23.9%	20 17.7%	9 16.7%	10 19.2%	21 17.6%	11 26.8%	13 25.0%	4 18.2%	9 16.1%	6 17.6%
7=All the Time	14 12.0%	8 7.1%	11 20.4%	11 21.2%	16 13.4%	4 9.8%	4 7.7%	6 27.3%	6 10.7%	6 17.6%
		cD	b	B			d	c		
Mean	4.8	4.3	4.9	5.1	4.6	4.7	4.6	5.2	4.6	5.1
SD	1.5	1.5	1.5	1.5	1.6	1.5	1.5	1.7	1.4	1.3
	b	acD	b	B						

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Is shared vertically across different levels of the firm and business units

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=612								
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Not at All	3 1.7%	1 1.1%	0 0.0%	3 2.8%	0 0.0%	1 1.9%	0 0.0%	0 0.0%
2=	12 6.7%	10 11.1%	5 9.3%	11 10.3%	6 6.8%	5 9.6%	3 12.0%	1 2.0%
3=	22 12.4%	10 11.1%	8 14.8%	12 11.2%	12 13.6%	8 15.4%	3 12.0%	7 14.0%
4=	40 22.5%	16 17.8%	8 14.8%	18 16.8% d	16 18.2%	14 26.9%	9 36.0% a	9 18.0%
5=	39 21.9%	23 25.6%	17 31.5%	28 26.2%	20 22.7%	10 19.2%	4 16.0%	16 32.0%
6=	39 21.9%	17 18.9%	9 16.7%	20 18.7%	24 27.3%	8 15.4%	3 12.0%	9 18.0%
7=All the Time	23 12.9%	13 14.4%	7 13.0%	15 14.0%	10 11.4%	6 11.5%	3 12.0%	8 16.0%
Mean	4.7	4.7	4.7	4.7	4.8	4.4	4.4	5.0
SD	1.5	1.6	1.5	1.6	1.4	1.6	1.5	1.3

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Is shared horizontally across different functions and business units

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Not at All	9 2.7%	1 4.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	1 2.3%	3 5.5%	1 12.5%	1 1.8%	0 0.0%
2=	29 8.6%	1 4.2%	2 8.7%	0 0.0%	0 0.0%	1 7.1%	4 7.4%	4 23.5% h	2 4.7% g	5 9.1%	0 0.0%	5 8.9%	4 13.3%
3=	45 13.3%	3 12.5%	3 13.0%	1 25.0%	1 25.0%	1 7.1%	11 20.4% h	1 5.9%	2 4.7% f	8 14.5%	1 12.5%	6 10.7%	5 16.7%
4=	70 20.6%	8 33.3%	4 17.4%	1 25.0%	0 0.0%	3 21.4%	8 14.8% k	4 23.5%	9 20.9%	8 14.5% k	0 0.0%	18 32.1% fi	7 23.3%
5=	82 24.2%	5 20.8%	5 21.7%	2 50.0%	0 0.0%	7 50.0% fk	12 22.2% e	3 17.6%	12 27.9%	17 30.9%	1 12.5%	10 17.9% e	8 26.7%
6=	70 20.6%	4 16.7%	5 21.7%	0 0.0%	1 25.0%	1 7.1% j	14 25.9%	3 17.6%	12 27.9%	9 16.4% j	4 50.0% eil	11 19.6%	4 13.3% j
7=All the Time	34 10.0%	2 8.3% d	4 17.4%	0 0.0%	2 50.0% aFhikl	1 7.1%	4 7.4% D	2 11.8%	5 11.6% d	5 9.1% d	1 12.5%	5 8.9% d	2 6.7% d
Mean	4.6	4.5	4.9	4.3	5.8	4.6	4.6	4.4	5.0	4.4	5.0	4.5	4.3
SD	1.5	1.5	1.6	1.0	1.9	1.2	1.5	1.7	1.4 l	1.6	2.0	1.5	1.4 h

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Is shared horizontally across different functions and business units

	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion
	A	B	C	D	A	B	C	D	E	F
N=612										
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
1=Not at All	2 1.7%	3 2.6%	1 1.9%	3 5.9%	6 5.0%	0 0.0%	1 1.9%	1 4.5%	0 0.0%	0 0.0%
2=	8 6.8%	15 13.0%	5 9.3%	1 2.0%	11 9.2%	3 7.3%	7 13.5%	1 4.5%	4 7.1%	1 2.9%
		d		b						
3=	20 17.1%	16 13.9%	6 11.1%	3 5.9%	13 10.9%	8 19.5%	6 11.5%	3 13.6%	9 16.1%	2 5.9%
4=	20 17.1%	26 22.6%	16 29.6%	8 15.7%	21 17.6%	11 26.8%	13 25.0%	1 4.5%	15 26.8%	7 20.6%
						d	d	bce	d	
5=	29 24.8%	25 21.7%	11 20.4%	16 31.4%	30 25.2%	8 19.5%	8 15.4%	6 27.3%	14 25.0%	13 38.2%
							f			c
6=	31 26.5%	21 18.3%	6 11.1%	11 21.6%	28 23.5%	8 19.5%	14 26.9%	6 27.3%	7 12.5%	5 14.7%
	c		a							
7=All the Time	7 6.0%	9 7.8%	9 16.7%	9 17.6%	10 8.4%	3 7.3%	3 5.8%	4 18.2%	7 12.5%	6 17.6%
	cd		a	a						
Mean	4.6	4.3	4.6	5.0	4.5	4.5	4.4	5.0	4.6	5.1
SD	1.5	1.6	1.6	1.6	1.6	1.4	1.6	1.7	1.4	1.3
		d		b		f	f			bc

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Is shared horizontally across different functions and business units

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=612								
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Not at All	3 1.7%	5 5.5%	1 1.9%	7 6.5%	1 1.1%	1 1.9%	0 0.0%	0 0.0%
2=	14 7.8%	7 7.7%	7 13.2%	9 8.3%	9 10.2%	4 7.7%	3 12.0%	1 2.0%
3=	25 14.0%	12 13.2%	4 7.5%	11 10.2%	11 12.5%	9 17.3%	5 20.0%	7 14.0%
4=	41 22.9%	12 13.2%	12 22.6%	18 16.7% c	18 20.5%	16 30.8% a	7 28.0%	8 16.0%
5=	40 22.3%	26 28.6%	14 26.4%	30 27.8%	17 19.3% e	11 21.2%	3 12.0% e	19 38.0% bd
6=	38 21.2%	19 20.9%	11 20.8%	23 21.3%	25 28.4% d	9 17.3%	2 8.0% b	7 14.0%
7=All the Time	18 10.1%	10 11.0%	4 7.5%	10 9.3%	7 8.0%	2 3.8% de	5 20.0% c	8 16.0% c
Mean	4.6	4.6	4.5	4.5	4.6	4.3	4.4	5.0
SD	1.5	1.7	1.5	1.7	1.5	1.4 e	1.7	1.3 c

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Shapes the design of firm strategies

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Not at All	3 0.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=	24 7.1%	1 4.3%	2 8.0%	0 0.0%	1 25.0%	1 7.1%	2 3.7%	3 17.6%	3 6.8%	3 5.5%	0 0.0%	3 5.5%	5 16.7%
3=	36 10.6%	4 17.4% hk	3 12.0%	0 0.0%	0 0.0%	3 21.4% hk	8 14.8% hk	0 0.0%	1 2.3% aefil	8 14.5% hk	1 12.5%	2 3.6% aefil	5 16.7% hk
4=	58 17.1%	1 4.3% d	4 16.0%	0 0.0%	2 50.0% al	3 21.4%	7 13.0%	4 23.5%	9 20.5%	11 20.0%	2 25.0%	10 18.2%	3 10.0% d
5=	103 30.3%	9 39.1%	7 28.0%	2 50.0%	0 0.0%	3 21.4%	20 37.0%	3 17.6%	10 22.7%	17 30.9%	3 37.5%	22 40.0%	6 20.0%
6=	86 25.3%	6 26.1%	7 28.0%	0 0.0%	0 0.0%	4 28.6%	12 22.2%	6 35.3%	15 34.1%	13 23.6%	1 12.5%	12 21.8%	9 30.0%
7=All the Time	30 8.8%	2 8.7% c	2 8.0% c	2 50.0% abeFghlkl	1 25.0%	0 0.0% c	4 7.4% C	1 5.9% c	5 11.4% c	3 5.5% C	1 12.5%	6 10.9% c	2 6.7% c
Mean	4.8	4.9	4.8	6.0	4.3	4.4	4.8	4.7	5.0	4.7	4.9	5.0	4.5
SD	1.4	1.3	1.4	1.2	2.1	1.3	1.4	1.6	1.5	1.3	1.2	1.2	1.6

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Shapes the design of firm strategies

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Not at All	1 0.8%	2 1.7%	0 0.0%	0 0.0%	1 0.8%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%
2=	5 4.2%	12 10.4%	6 11.1%	1 2.0%	9 7.5%	4 10.0%	4 7.7%	1 4.5%	3 5.4%	3 8.8%
3=	14 11.9%	12 10.4%	7 13.0%	3 5.9%	11 9.2%	5 12.5%	5 9.6%	3 13.6%	7 12.5%	1 2.9%
4=	17 14.4%	25 21.7%	8 14.8%	7 13.7%	15 12.5%	10 25.0%	9 17.3%	4 18.2%	12 21.4%	5 14.7%
5=	39 33.1%	34 29.6%	15 27.8%	15 29.4%	43 35.8%	8 20.0%	20 38.5%	4 18.2%	16 28.6%	9 26.5%
6=	36 30.5% b	22 19.1% a	11 20.4%	16 31.4%	30 25.0%	8 20.0%	12 23.1%	6 27.3%	15 26.8%	11 32.4%
7=All the Time	6 5.1% D	8 7.0% d	7 13.0%	9 17.6% Ab	11 9.2%	5 12.5%	2 3.8%	3 13.6%	3 5.4%	5 14.7%
Mean	4.9	4.5	4.7	5.4	4.9	4.7	4.7	4.8	4.8	5.1
SD	1.3 d	1.5 D	1.5 d	1.2 aBc	1.4	1.5	1.3	1.7	1.3	1.4

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Shapes the design of firm strategies

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Not at All	2 1.1%	1 1.1%	0 0.0%	1 0.9%	1 1.1%	1 1.9%	0 0.0%	0 0.0%
2=	12 6.7%	6 6.6%	5 9.3%	8 7.3%	4 4.6%	4 7.7%	3 12.0%	2 4.0%
3=	19 10.6%	7 7.7%	7 13.0%	10 9.1%	10 11.5%	10 19.2% e	2 8.0%	3 6.0% c
4=	31 17.3%	15 16.5%	8 14.8%	17 15.5%	14 16.1%	12 23.1%	4 16.0%	10 20.0%
5=	54 30.2%	26 28.6%	18 33.3%	34 30.9%	25 28.7%	13 25.0%	7 28.0%	18 36.0%
6=	45 25.1%	31 34.1% c	9 16.7% b	30 27.3%	24 27.6%	9 17.3%	6 24.0%	12 24.0%
7=All the Time	16 8.9%	5 5.5%	7 13.0%	10 9.1%	9 10.3%	3 5.8%	3 12.0%	5 10.0%
Mean	4.8	4.9	4.7	4.9	4.9	4.4	4.8	5.0
SD	1.4	1.3	1.5	1.4 c	1.4 c	1.4 abe	1.5	1.2 c

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Influences the implementation of firm strategies

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Not at All	3 0.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2=	19 5.6%	1 4.3%	1 4.2%	0 0.0%	1 25.0% Fh	1 7.1%	0 0.0% DGiL	3 17.6% Fh	1 2.3% dg	4 7.3% f	0 0.0%	3 5.5%	4 13.3% F
3=	31 9.1%	1 4.3%	3 12.5%	0 0.0%	1 25.0% g	2 14.3%	6 11.1%	0 0.0% d	4 9.1%	7 12.7%	1 12.5%	2 3.6%	3 10.0%
4=	49 14.5%	2 8.7%	4 16.7%	0 0.0%	0 0.0%	3 21.4%	10 18.5%	3 17.6%	3 6.8%	10 18.2%	1 12.5%	9 16.4%	3 10.0%
5=	111 32.7%	9 39.1%	8 33.3%	2 50.0%	1 25.0%	5 35.7%	15 27.8%	3 17.6%	13 29.5%	19 34.5%	4 50.0%	21 38.2%	9 30.0%
6=	94 27.7%	7 30.4%	7 29.2%	0 0.0%	0 0.0%	3 21.4%	18 33.3%	7 41.2% j	18 40.9% ij	10 18.2% h	0 0.0% gh	14 25.5%	9 30.0%
7=All the Time	32 9.4%	3 13.0%	1 4.2% c	2 50.0% beFghikl	1 25.0%	0 0.0% c	4 7.4% C	1 5.9% c	4 9.1% c	5 9.1% c	2 25.0%	6 10.9% c	2 6.7% c
Mean	4.9	5.3	4.8	6.0	4.3	4.5	5.0	4.8	5.2	4.7	5.1	5.1	4.7
SD	1.3	1.2	1.2	1.2 e	2.2	1.2	1.3	1.6	1.3	1.4	1.4	1.2	1.5

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Influences the implementation of firm strategies

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
1=Not at All	1 0.9%	2 1.7%	0 0.0%	0 0.0%	1 0.8%	0 0.0%	0 0.0%	1 4.5%	0 0.0%	0 0.0%
2=	3 2.6%	10 8.7%	4 7.4%	2 3.9%	5 4.2%	5 12.5%	5 9.6%	1 4.5%	2 3.6%	1 2.9%
	b	a								
3=	11 9.4%	12 10.4%	5 9.3%	3 5.9%	12 10.1%	4 10.0%	3 5.8%	3 13.6%	5 8.9%	3 8.8%
4=	14 12.0%	19 16.5%	8 14.8%	7 13.7%	14 11.8%	5 12.5%	11 21.2%	2 9.1%	12 21.4%	3 8.8%
5=	39 33.3%	37 32.2%	15 27.8%	20 39.2%	42 35.3%	11 27.5%	14 26.9%	6 27.3%	21 37.5%	9 26.5%
6=	43 36.8%	27 23.5%	15 27.8%	8 15.7%	35 29.4%	11 27.5%	16 30.8%	6 27.3%	12 21.4%	11 32.4%
	bD	a		A						
7=All the Time	6 5.1%	8 7.0%	7 13.0%	11 21.6%	10 8.4%	4 10.0%	3 5.8%	3 13.6%	4 7.1%	7 20.6%
	D	D		AB	f		f			ac
Mean	5.1	4.7	5.0	5.2	5.0	4.8	4.8	4.9	4.9	5.4
SD	1.2	1.4	1.4	1.3	1.3	1.5	1.4	1.6	1.2	1.3
	b	ad		b						

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Influences the implementation of firm strategies

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Not at All	2 1.1%	1 1.1%	0 0.0%	1 0.9%	1 1.1%	1 1.9%	0 0.0%	0 0.0%
2=	11 6.1%	4 4.4%	4 7.4%	6 5.5%	5 5.7%	5 9.6% e	1 4.0%	0 0.0% c
3=	18 10.1%	4 4.4%	7 13.0%	11 10.1%	8 9.2%	4 7.7%	3 12.0%	3 6.0%
4=	24 13.4%	13 14.4%	9 16.7%	14 12.8% c	11 12.6% c	14 26.9% abe	4 16.0%	5 10.0% c
5=	56 31.3%	32 35.6%	18 33.3%	35 32.1%	21 24.1% E	16 30.8%	11 44.0%	23 46.0% B
6=	53 29.6%	28 31.1%	10 18.5%	34 31.2%	31 35.6% cd	9 17.3% b	3 12.0% b	12 24.0%
7=All the Time	15 8.4%	8 8.9%	6 11.1%	8 7.3%	10 11.5%	3 5.8%	3 12.0%	7 14.0%
Mean	4.9	5.1	4.8	4.9	5.1	4.5	4.8	5.3
SD	1.4	1.3	1.4	1.3	1.4 c	1.4 bE	1.3	1.0 C

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Impacts the evaluation of firm strategies

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
1=Not At All	5 1.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7% ik	1 1.9%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	1 3.3%
2=	19 5.7%	2 8.7% d	1 4.2% d	0 0.0%	2 50.0% abeFHIK	0 0.0%	1 1.9% DGI	4 23.5% FhiK	2 4.7% Dg	2 3.6% Dg	0 0.0%	1 1.9% DGI	4 13.3% fk
3=	24 7.2%	0 0.0%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	7 13.0%	0 0.0%	3 7.0%	7 12.7%	1 12.5%	3 5.7%	1 3.3%
4=	64 19.1%	2 8.7%	4 16.7%	0 0.0%	0 0.0%	4 30.8%	13 24.1%	4 23.5%	4 9.3%	13 23.6%	2 25.0%	10 18.9%	6 20.0%
5=	99 29.6%	9 39.1%	6 25.0%	2 50.0%	1 25.0%	5 38.5%	14 25.9%	2 11.8%	15 34.9%	16 29.1%	3 37.5%	18 34.0%	7 23.3%
6=	88 26.3%	6 26.1%	8 33.3%	0 0.0%	0 0.0%	3 23.1%	14 25.9%	6 35.3%	13 30.2%	12 21.8%	0 0.0%	15 28.3%	9 30.0%
7=All The Time	36 10.7%	4 17.4%	3 12.5%	2 50.0% eFghikl	1 25.0%	0 0.0% c	4 7.4% C	1 5.9% c	5 11.6% c	5 9.1% c	2 25.0%	6 11.3% c	2 6.7% c
Mean	4.9	5.3	5.1	6.0	4.0	4.6	4.8	4.5	5.1	4.8	5.0	5.2	4.6
SD	1.4	1.4	1.3	1.2	2.4	1.3	1.3	1.7	1.4	1.3	1.4	1.2	1.6

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Impacts the evaluation of firm strategies

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=612									
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
1=Not At All	3 2.6%	2 1.8%	0 0.0%	0 0.0%	1 0.8%	1 2.5%	1 1.9%	1 4.8%	0 0.0%	0 0.0%
2=	3 2.6%	8 7.1%	7 13.0%	1 2.0%	5 4.2%	4 10.0%	5 9.6%	2 9.5%	2 3.6%	1 3.1%
	C		Ad	c						
3=	9 7.8%	12 10.6%	1 1.9%	2 3.9%	10 8.5%	4 10.0%	4 7.7%	1 4.8%	3 5.4%	1 3.1%
		c	b							
4=	21 18.3%	24 21.2%	9 16.7%	9 17.6%	17 14.4%	9 22.5%	12 23.1%	4 19.0%	14 25.0%	5 15.6%
5=	39 33.9%	30 26.5%	14 25.9%	16 31.4%	39 33.1%	8 20.0%	12 23.1%	5 23.8%	21 37.5%	9 28.1%
6=	33 28.7%	27 23.9%	14 25.9%	13 25.5%	36 30.5%	9 22.5%	15 28.8%	5 23.8%	10 17.9%	9 28.1%
7=All The Time	7 6.1%	10 8.8%	9 16.7%	10 19.6%	10 8.5%	5 12.5%	3 5.8%	3 14.3%	6 10.7%	7 21.9%
	cD		a	A	f		f			ac
Mean	4.9	4.7	5.0	5.3	5.0	4.7	4.7	4.8	4.9	5.4
SD	1.3	1.4	1.5	1.2	1.3	1.6	1.5	1.7	1.2	1.3
	d	D		aB		f	f			bc

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

Topic 6: Marketing Organization and Leadership

Extent to which your firm engages in... Information about customers and competitors: Impacts the evaluation of firm strategies

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
1=Not At All	4 2.2%	1 1.1%	0 0.0%	1 0.9%	2 2.3%	2 3.8%	0 0.0%	0 0.0%
2=	9 5.1%	5 5.6%	5 9.4%	6 5.6%	5 5.7%	4 7.7%	2 8.0%	0 0.0%
3=	14 7.9%	5 5.6%	4 7.5%	9 8.3%	6 6.9%	5 9.6%	2 8.0%	2 4.3%
4=	35 19.7%	15 16.9%	9 17.0%	18 16.7%	16 18.4%	14 26.9%	5 20.0%	7 14.9%
5=	49 27.5%	31 34.8%	16 30.2%	31 28.7%	22 25.3%	13 25.0%	10 40.0%	21 44.7%
6=	50 28.1%	23 25.8%	12 22.6%	34 31.5%	26 29.9%	8 15.4%	4 16.0%	9 19.1%
7=All The Time	17 9.6%	9 10.1%	7 13.2%	9 8.3%	10 11.5%	6 11.5%	2 8.0%	8 17.0%
Mean	4.9	5.0	4.9	4.9	4.9	4.5	4.7	5.3
SD	1.4	1.3	1.4	1.3	1.5	1.6 E	1.3 e	1.1 Cd

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

Topic 6: Marketing Organization and Leadership

How many reports do you have?

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	612	25	25	4	4	15	54	17	46	57	9
Percent	100.0%	7.3%	7.3%	1.2%	1.2%	4.4%	15.7%	5.0%	13.4%	16.6%	2.6%	16.6%	8.7%
How many direct reports do you have?	323 6.5 18.4	23 4.3 3.6	22 4.8 3.9	4 6.5 6.2	4 6.8 7.0	13 23.2 68.2 i	50 4.6 4.9	17 5.3 4.9	42 9.5 18.7	55 4.9 4.3 e	8 3.5 2.3	50 7.5 24.6	28 4.7 3.8
How many indirect reports (dotted line) reports do you have?	278 19.6 57.3	16 20.1 19.1 eG	20 21.5 46.4	4 16.5 22.4	2 3.5 4.9	13 6.2 7.2 a	41 35.0 110.2	15 4.5 5.7 A	37 17.8 42.2	47 24.7 67.5	8 9.4 8.7	47 9.9 24.3 l	23 28.1 46.2 k

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

Topic 6: Marketing Organization and Leadership

How many reports do you have?

N=612 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	141	148	74	62	123	43	52	23	57
Percent	33.2%	34.8%	17.4%	14.6%	36.7%	12.8%	15.5%	6.9%	17.0%	11.0%
How many direct reports do you have?	111 6.1 17.3	106 4.7 4.7 c	53 12.3 36.6 b	51 5.5 5.3	115 4.0 4.1 bceF	39 8.1 18.6 a	50 5.5 4.5 a	21 4.1 6.2	54 12.7 40.5 a	30 7.2 7.7 A
How many indirect reports (dotted line) reports do you have?	94 20.4 66.8	94 12.6 30.3 d	42 20.6 61.9	47 31.1 72.2 b	96 14.3 50.0	34 23.1 50.7	44 29.3 91.9	15 8.7 8.6	49 18.5 30.4	27 32.5 78.8

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

Topic 6: Marketing Organization and Leadership

How many reports do you have?

N=612 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	180	92	55	112	89	54	25	50
Percent	55.0%	28.1%	16.8%	33.9%	27.0%	16.4%	7.6%	15.2%
How many direct reports do you have?	169 6.9 21.2	88 7.0 18.8	54 5.0 5.9	108 3.5 3.3 BE	87 7.3 13.0 A	50 4.7 4.6	25 5.2 6.0	47 15.0 43.3 A
How many indirect reports (dotted line) reports do you have?	143 21.5 65.3	75 18.8 32.7	50 17.4 67.1	86 6.9 13.3 BCE	77 33.6 91.7 A	48 15.4 22.5 A	20 14.3 35.2	43 28.0 64.3 A

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

Topic 6: Marketing Organization and Leadership

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

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	612	25	25	4	4	15	54	17	46	57	9	57	30
Percent	100.0%	7.3%	7.3%	1.2%	1.2%	4.4%	15.7%	5.0%	13.4%	16.6%	2.6%	16.6%	8.7%
In your current role?	342	24	25	4	4	14	53	17	45	56	8	56	29
	4.5	4.3	3.3	2.5	4.0	3.9	5.4	4.0	3.2	6.7	3.9	4.4	4.2
	4.7	6.2	2.4	1.0	4.8	3.8	5.1	2.7	3.2	6.1	3.1	4.3	4.4
			i				h		fi	bHk		i	
In any role?	307	22	23	3	3	14	47	15	41	50	7	50	25
	8.6	10.8	6.3	10.3	9.7	10.2	11.1	6.7	5.4	10.4	8.9	7.9	7.0
	7.9	10.3	5.5	7.6	9.6	8.7	9.9	6.7	5.3	7.9	6.5	7.6	6.3
		H	fi			h	bH		AeFI	bH			

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

Topic 6: Marketing Organization and Leadership

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

N=612 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	141	148	74	62	123	43	52	23	57
Percent	33.2%	34.8%	17.4%	14.6%	36.7%	12.8%	15.5%	6.9%	17.0%	11.0%
In your current role?	119	117	53	51	122	40	52	23	56	33
	3.9	4.8	4.8	5.2	4.6	5.8	4.5	3.4	4.4	4.6
	3.4	5.1	5.9	4.6	5.6	5.8	4.4	3.0	2.8	4.2
In any role?	109	107	46	43	108	32	47	21	52	33
	8.6	7.9	9.1	9.8	6.3	8.0	8.7	7.9	11.3	11.6
	8.0	7.2	9.4	7.8	6.6	9.7	7.6	6.4	8.5	8.5
					EF				A	A

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

Topic 6: Marketing Organization and Leadership

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

N=612 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	180	92	55	112	89	54	25	50
Percent	55.0%	28.1%	16.8%	33.9%	27.0%	16.4%	7.6%	15.2%
In your current role?	179	92	55	112	89	54	25	50
	4.5	4.7	4.8	4.3	5.6	4.1	4.0	4.0
	4.6	4.4	5.8	4.8	6.0	2.8	2.6	3.6
In any role?	157	83	52	98	74	52	23	49
	8.1	9.9	8.1	6.1	8.9	10.5	9.3	11.1
	8.0	8.2	7.2	5.8	9.4	8.9	6.1	7.6
				bCdE	a	A	a	A

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

Topic 7: Social Media

Social Media Spending

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	612	25	25	4	4	15	54	17	46	57	9
Percent	100.0%	7.3%	7.3%	1.2%	1.2%	4.4%	15.7%	5.0%	13.4%	16.6%	2.6%	16.6%	8.7%
What percent of your marketing budget do you currently spend on social media?	343 5.6 13.1	22 4.6 4.8	23 6.7 18.4	4 4.3 4.3	4 0.8 1.5	13 4.6 7.2	50 3.1 5.2	17 6.2 11.9	44 9.1 16.5	54 2.0 3.8	8 2.0 2.1	56 6.1 15.3	29 5.1 13.9
		i					h	i	fi	agH			
What percent will you spend in the next 12 months?	342 9.9 16.1	22 7.8 6.1	23 8.9 18.6	4 10.0 10.8	4 4.5 4.2	13 7.3 9.7	50 6.4 8.5 H	17 11.1 17.0	44 16.2 22.9 Fi	54 7.8 12.9 h	8 5.9 2.9	57 10.1 16.2	29 7.8 13.9
What percent do you predict you will spend in five years?	338 17.7 18.1	21 13.6 7.9 h	23 16.4 20.5	4 18.8 11.1	4 8.8 2.5	13 14.5 12.0	49 14.9 14.3 h	17 18.3 20.1	43 23.4 21.6 afi	54 15.8 14.7 h	8 14.1 4.7	56 19.1 21.3	29 15.2 15.2

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

Topic 7: Social Media

Social Media Spending

N=612 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	141	148	74	62	123	43	52	23	57
Percent	33.2%	34.8%	17.4%	14.6%	36.7%	12.8%	15.5%	6.9%	17.0%	11.0%
What percent of your marketing budget do you currently spend on social media?	114 3.4 6.9	119 6.5 16.2	59 6.7 13.6	49 6.9 14.4	119 6.4 17.0	41 5.6 9.2	50 1.7 2.9	22 7.8 11.1	54 3.0 3.7	31 6.1 8.5
	cd		a	a		C	BDF	CE	Df	Ce
What percent will you spend in the next 12 months?	113 7.4 11.9	119 11.0 17.7	59 11.6 19.0	49 10.7 16.6	120 11.3 19.4 e	41 10.5 17.4	50 6.3 8.3 d	22 12.7 16.3 cE	54 5.7 4.9 aDf	31 9.1 10.8 e
What percent do you predict you will spend in five years?	113 15.3 15.0	116 18.9 20.6	58 18.9 18.8	49 18.5 17.1	118 18.9 20.7 c	41 19.2 19.3 c	50 12.0 9.3 abf	21 18.7 20.4	53 14.5 11.9	31 18.6 13.5 c

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

Topic 7: Social Media

Social Media Spending

N=612 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	180	92	55	112	89	54	25	50
Percent	55.0%	28.1%	16.8%	33.9%	27.0%	16.4%	7.6%	15.2%
What percent of your marketing budget do you currently spend on social media?	175 4.0 8.9	87 4.2 7.7	54 9.0 20.8	107 5.9 15.6	88 3.7 8.2	51 4.7 7.9	24 2.8 3.8	43 5.6 9.8
	c		a					
What percent will you spend in the next 12 months?	175 9.2 14.5	88 8.1 10.7	54 11.9 21.7	108 10.7 18.5	88 8.8 15.0	51 8.7 10.0	24 6.6 5.6	43 8.7 12.8
What percent do you predict you will spend in five years?	174 17.1 16.7	87 16.9 14.1	53 18.1 22.8	106 17.6 19.6	87 16.3 16.0	51 17.1 14.9	24 14.7 10.3	43 18.7 18.4

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will "let go" in the next 6 months

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
0	244 77.7%	12 60.0% k	14 60.9% k	3 75.0%	4 100.0%	10 83.3%	39 79.6%	13 86.7%	34 79.1%	43 81.1%	7 87.5%	39 83.0% ab	18 69.2%
1-2	40 12.7%	6 30.0% eh	2 8.7%	1 25.0%	0 0.0%	0 0.0% a	6 12.2%	1 6.7%	4 9.3% a	6 11.3%	1 12.5%	7 14.9%	5 19.2%
3-5	11 3.5%	1 5.0%	3 13.0% ik	0 0.0%	0 0.0%	0 0.0%	3 6.1%	0 0.0%	1 2.3%	1 1.9% b	0 0.0%	0 0.0% b	2 7.7%
6-10	10 3.2%	1 5.0%	2 8.7% ik	0 0.0%	0 0.0%	0 0.0%	1 2.0%	1 6.7%	3 7.0%	0 0.0% b	0 0.0%	0 0.0% b	1 3.8%
11-49	6 1.9%	0 0.0%	2 8.7% f	0 0.0%	0 0.0%	1 8.3% f	0 0.0% be	0 0.0%	0 0.0%	2 3.8%	0 0.0%	1 2.1%	0 0.0%
50-99	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100+	3 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3% f	0 0.0% e	0 0.0%	1 2.3%	1 1.9%	0 0.0%	0 0.0%	0 0.0%

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will "let go" in the next 6 months

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=612									
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
0	86 81.1% c	86 81.1% c	34 63.0% ab	36 78.3%	97 89.8% cEF	30 81.1% f	38 77.6% af	18 81.8%	32 66.7% A	18 56.3% Abc
1-2	12 11.3% c	9 8.5% C	14 25.9% aB	5 10.9%	11 10.2%	6 16.2%	7 14.3%	2 9.1%	7 14.6%	4 12.5%
3-5	5 4.7%	5 4.7%	1 1.9%	0 0.0%	0 0.0% cDE	1 2.7%	3 6.1% a	2 9.1% A	3 6.3% A	1 3.1%
6-10	2 1.9%	5 4.7%	2 3.7%	1 2.2%	0 0.0% EF	0 0.0% f	0 0.0% ef	0 0.0%	4 8.3% Ac	4 12.5% Abc
11-49	1 0.9% d	1 0.9% d	0 0.0% d	4 8.7% abc	0 0.0% eF	0 0.0%	1 2.0%	0 0.0%	2 4.2% a	3 9.4% A
50-99	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100+	0 0.0% c	0 0.0% c	3 5.6% ab	0 0.0%	0 0.0% F	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 6.3% A

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will "let go" in the next 6 months

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
0	130 80.7%	67 77.0%	37 75.5%	84 85.7% cdE	74 87.1% cDE	34 70.8% ab	15 62.5% aB	27 62.8% AB
1-2	23 14.3%	9 10.3%	7 14.3%	13 13.3%	9 10.6%	8 16.7%	3 12.5%	5 11.6%
3-5	5 3.1%	4 4.6%	1 2.0%	1 1.0% cD	2 2.4% d	4 8.3% a	3 12.5% Ab	1 2.3%
6-10	2 1.2%	4 4.6%	2 4.1%	0 0.0% DE	0 0.0% DE	1 2.1%	2 8.3% AB	5 11.6% AB
11-49	1 0.6%	3 3.4%	2 4.1%	0 0.0% dE	0 0.0% E	1 2.1%	1 4.2% a	4 9.3% AB
50-99	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100+	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will hire in the next 6 months

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
0	171 53.3%	4 20.0% bCDFgHijkl	13 56.5% a	4 100.0% Ak	4 100.0% Ak	6 42.9%	29 61.7% A	10 58.8% a	25 61.0% A	30 56.6% A	6 75.0% a	23 46.0% acd	15 53.6% a
1-2	110 34.3%	11 55.0% h	7 30.4%	0 0.0%	0 0.0%	7 50.0%	15 31.9%	5 29.4%	10 24.4% a	16 30.2%	1 12.5%	22 44.0%	10 35.7%
3-5	25 7.8%	4 20.0% f	2 8.7%	0 0.0%	0 0.0%	1 7.1%	1 2.1% a	1 5.9%	3 7.3%	4 7.5%	1 12.5%	4 8.0%	2 7.1%
6-10	11 3.4%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.3%	1 5.9%	1 2.4%	3 5.7%	0 0.0%	1 2.0%	1 3.6%
11-49	3 0.9%	0 0.0%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 4.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
50-99	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100+	1 0.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 8: Marketing Jobs

How many marketing people do you think your firm will hire in the next 6 months

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
0	59 55.7%	59 54.1%	23 41.8%	29 59.2%	69 62.2% E	23 62.2% e	26 51.0%	13 61.9%	20 38.5% Ab	13 43.3%
1-2	36 34.0%	41 37.6%	21 38.2%	11 22.4%	36 32.4%	10 27.0%	19 37.3%	8 38.1%	22 42.3%	7 23.3%
3-5	8 7.5%	6 5.5%	6 10.9%	5 10.2%	6 5.4%	4 10.8%	5 9.8%	0 0.0%	7 13.5%	2 6.7%
6-10	1 0.9% c	3 2.8%	4 7.3% a	3 6.1%	0 0.0% eF	0 0.0% F	1 2.0% F	0 0.0% f	2 3.8% aF	7 23.3% ABCdE
11-49	1 0.9%	0 0.0%	1 1.8%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	1 3.3%
50-99	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100+	1 0.9%	0 0.0%	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 8: Marketing Jobs

How many marketing people do you think your firm will hire in the next 6 months

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
0	89 53.9%	52 59.1%	25 48.1%	60 58.8% de	54 63.5% de	25 49.0%	8 34.8% ab	17 39.5% ab
1-2	60 36.4%	26 29.5%	18 34.6%	37 36.3%	23 27.1%	22 43.1%	10 43.5%	12 27.9%
3-5	11 6.7%	6 6.8%	6 11.5%	5 4.9% d	7 8.2%	3 5.9%	4 17.4% a	5 11.6%
6-10	4 2.4%	3 3.4%	3 5.8%	0 0.0% dE	1 1.2% E	1 2.0% e	1 4.3% a	6 14.0% ABc
11-49	1 0.6%	1 1.1%	0 0.0%	0 0.0% E	0 0.0% e	0 0.0%	0 0.0%	3 7.0% Ab
50-99	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100+	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will "let go" in the next 1 year

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
0	239 78.6%	11 55.0% Fhik	16 72.7%	2 50.0%	4 100.0%	9 75.0%	41 87.2% A	11 78.6%	34 81.0% a	42 80.8% a	7 87.5%	37 82.2% a	20 76.9%
1-2	38 12.5%	4 20.0%	1 4.5% c	2 50.0% bfik	0 0.0%	2 16.7%	4 8.5% c	2 14.3%	6 14.3%	5 9.6% c	1 12.5%	5 11.1% c	4 15.4%
3-5	11 3.6%	2 10.0% h	3 13.6% hi	0 0.0%	0 0.0%	0 0.0%	1 2.1%	0 0.0%	0 0.0% ab	1 1.9% b	0 0.0%	2 4.4%	1 3.8%
6-10	8 2.6%	2 10.0% f	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0% a	1 7.1%	1 2.4%	2 3.8%	0 0.0%	1 2.2%	1 3.8%
11-49	5 1.6%	1 5.0%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	0 0.0%	0 0.0%	2 3.8%	0 0.0%	0 0.0%	0 0.0%
50-99	1 0.3%	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%	0 0.0%	0 0.0%	0 0.0%
100+	2 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3% i	0 0.0%	0 0.0%	1 2.4%	0 0.0% e	0 0.0%	0 0.0%	0 0.0%

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will "let go" in the next 1 year

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
0	86 83.5% C	85 82.5% C	33 63.5% AB	34 75.6%	97 92.4% cEF	30 83.3% eF	38 79.2% af	18 85.7% f	29 63.0% Ab	17 53.1% ABcd
1-2	11 10.7% c	9 8.7% c	12 23.1% ab	6 13.3%	8 7.6% f	5 13.9%	6 12.5%	3 14.3%	7 15.2%	7 21.9% a
3-5	3 2.9%	5 4.9%	2 3.8%	1 2.2%	0 0.0% cEf	1 2.8%	2 4.2% a	0 0.0%	4 8.7% A	2 6.3% a
6-10	2 1.9%	3 2.9%	2 3.8%	1 2.2%	0 0.0% EF	0 0.0%	1 2.1%	0 0.0%	4 8.7% A	3 9.4% A
11-49	1 1.0%	1 1.0%	1 1.9%	2 4.4%	0 0.0% ef	0 0.0%	0 0.0%	0 0.0%	2 4.3% a	2 6.3% a
50-99	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	0 0.0%	1 2.1%	0 0.0%	0 0.0%	0 0.0%
100+	0 0.0% c	0 0.0% c	2 3.8% ab	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will "let go" in the next 1 year

N=612	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
0	131 83.4%	64 76.2%	36 75.0%	88 92.6% bCDE	68 81.9% ad	35 74.5% A	14 58.3% Ab	28 66.7% A
1-2	15 9.6%	13 15.5%	8 16.7%	6 6.3% bc	13 15.7% a	8 17.0% a	2 8.3%	7 16.7%
3-5	7 4.5%	1 1.2%	1 2.1%	1 1.1% D	2 2.4% d	2 4.3%	3 12.5% Ab	1 2.4%
6-10	2 1.3%	4 4.8%	1 2.1%	0 0.0% De	0 0.0% De	1 2.1%	3 12.5% AB	2 4.8% ab
11-49	2 1.3%	1 1.2%	2 4.2%	0 0.0% DE	0 0.0% De	0 0.0% d	2 8.3% ABc	3 7.1% Ab
50-99	0 0.0%	1 1.2%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	0 0.0%	0 0.0%
100+	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will hire in the next 1 year

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
0	123 38.6%	5 25.0% f	6 30.0%	1 25.0%	1 25.0%	5 38.5%	23 52.3% aH	6 37.5%	10 22.7% Fik	26 48.1% h	4 50.0%	23 43.4% h	10 37.0%
1-2	129 40.4%	6 30.0%	10 50.0%	3 75.0%	3 75.0%	4 30.8%	16 36.4%	8 50.0%	24 54.5% i	18 33.3% h	2 25.0%	19 35.8%	13 48.1%
3-5	43 13.5%	6 30.0% F	2 10.0%	0 0.0%	0 0.0%	4 30.8% F	2 4.5% AE	1 6.3%	5 11.4%	7 13.0%	1 12.5%	8 15.1%	3 11.1%
6-10	14 4.4%	3 15.0% ikl	2 10.0%	0 0.0%	0 0.0%	0 0.0%	2 4.5%	1 6.3%	2 4.5%	1 1.9% a	1 12.5%	1 1.9% a	0 0.0% a
11-49	8 2.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	2 4.5%	2 3.7%	0 0.0%	2 3.8%	1 3.7%
50-99	2 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100+	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 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 8: Marketing Jobs

How many marketing people do you think your firm will hire in the next 1 year

N=612	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
0	41 38.3%	48 43.6% c	14 25.9% b	19 41.3%	54 48.6% Ef	15 39.5%	23 45.1% e	7 35.0%	11 22.4% Ac	8 25.0% a
1-2	49 45.8%	43 39.1%	23 42.6%	14 30.4%	44 39.6%	19 50.0%	21 41.2%	11 55.0%	18 36.7%	9 28.1%
3-5	11 10.3%	13 11.8%	10 18.5%	8 17.4%	11 9.9% E	3 7.9% E	3 5.9% E	2 10.0%	16 32.7% ABC	6 18.8%
6-10	3 2.8%	3 2.7%	5 9.3%	3 6.5%	2 1.8% F	0 0.0% f	3 5.9%	0 0.0%	3 6.1%	4 12.5% Ab
11-49	2 1.9%	3 2.7%	1 1.9%	2 4.3%	0 0.0% F	1 2.6%	1 2.0% f	0 0.0%	1 2.0% f	5 15.6% Ace
50-99	1 0.9%	0 0.0%	1 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100+	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will hire in the next 1 year

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=612								
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
0	70 43.2%	33 38.4%	15 28.8%	47 47.0% de	33 39.3%	22 43.1%	5 21.7% a	10 24.4% a
1-2	64 39.5%	37 43.0%	22 42.3%	43 43.0% e	38 45.2% e	21 41.2%	10 43.5%	10 24.4% ab
3-5	19 11.7%	10 11.6%	10 19.2%	8 8.0% De	9 10.7% d	6 11.8%	7 30.4% Ab	9 22.0% a
6-10	5 3.1%	5 5.8%	2 3.8%	2 2.0% E	3 3.6% e	0 0.0% E	1 4.3%	6 14.6% AbC
11-49	4 2.5%	1 1.2%	3 5.8%	0 0.0% cE	1 1.2% E	2 3.9% a	0 0.0%	5 12.2% AB
50-99	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%
100+	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will "let go" in the next 2 years

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
0	237 78.7%	10 50.0% FhiK	15 75.0%	2 50.0% f	4 100.0%	10 83.3%	42 91.3% Ac	11 78.6%	33 78.6% a	40 76.9% a	7 87.5%	37 82.2% A	20 76.9%
1-2	31 10.3%	3 15.0%	1 5.0%	1 25.0%	0 0.0%	1 8.3%	2 4.3%	2 14.3%	6 14.3%	4 7.7%	0 0.0%	6 13.3%	4 15.4%
3-5	16 5.3%	3 15.0% F	3 15.0% F	1 25.0% Fhk	0 0.0%	0 0.0%	0 0.0% ABCj	0 0.0%	1 2.4% c	4 7.7%	1 12.5% f	1 2.2% c	1 3.8%
6-10	7 2.3%	0 0.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	1 2.4%	2 3.8%	0 0.0%	1 2.2%	1 3.8%
11-49	8 2.7%	4 20.0% bfHiKl	0 0.0% a	0 0.0%	0 0.0%	0 0.0%	1 2.2% a	1 7.1%	0 0.0% A	2 3.8% a	0 0.0%	0 0.0% A	0 0.0% a
50-99	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100+	2 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 8.3% i	0 0.0%	0 0.0%	1 2.4%	0 0.0% e	0 0.0%	0 0.0%	0 0.0%

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will "let go" in the next 2 years

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=612									
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
0	86 84.3% C	85 84.2% C	33 63.5% AB	32 71.1%	95 90.5% EF	30 83.3% eF	39 81.3% eF	17 85.0% f	28 60.9% Abc	17 53.1% ABCd
1-2	9 8.8%	11 10.9%	8 15.4%	3 6.7%	8 7.6% E	2 5.6% e	3 6.3% e	1 5.0%	11 23.9% Abc	5 15.6%
3-5	2 2.0% cd	3 3.0% cd	6 11.5% ab	5 11.1% ab	2 1.9%	3 8.3%	4 8.3%	2 10.0%	1 2.2%	3 9.4%
6-10	2 2.0%	2 2.0%	1 1.9%	2 4.4%	0 0.0% Ef	1 2.8%	1 2.1%	0 0.0%	3 6.5% A	2 6.3% a
11-49	3 2.9%	0 0.0% cD	2 3.8% b	3 6.7% B	0 0.0% EF	0 0.0% f	1 2.1%	0 0.0%	3 6.5% A	4 12.5% Ab
50-99	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100+	0 0.0% c	0 0.0% c	2 3.8% ab	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.1%

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will "let go" in the next 2 years

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
N=612								
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
0	131 85.1% b	62 73.8% a	35 72.9%	87 92.6% bCDE	68 81.9% ade	33 71.7% A	14 58.3% Ab	27 65.9% Ab
1-2	14 9.1%	11 13.1%	5 10.4%	5 5.3% e	8 9.6%	7 15.2%	3 12.5%	7 17.1% a
3-5	4 2.6% c	5 6.0%	5 10.4% a	2 2.1%	7 8.4%	2 4.3%	2 8.3%	2 4.9%
6-10	3 1.9%	2 2.4%	1 2.1%	0 0.0% Cd	0 0.0% C	4 8.7% AB	1 4.2% a	1 2.4%
11-49	2 1.3%	4 4.8%	2 4.2%	0 0.0% DE	0 0.0% De	0 0.0% D	4 16.7% ABC	3 7.3% Ab
50-99	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
100+	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.4%

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will hire in the next 2 years

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
0	71 22.4%	3 14.3%	4 21.1%	0 0.0%	1 25.0%	2 15.4%	8 17.4% i	1 6.3% ik	5 11.6% lk	20 36.4% fgH	2 25.0%	17 33.3% gh	6 23.1%
1-2	127 40.1%	5 23.8% f	7 36.8%	2 50.0%	3 75.0%	7 53.8%	24 52.2% ai	9 56.3%	14 32.6%	17 30.9% f	4 50.0%	19 37.3%	13 50.0%
3-5	64 20.2%	6 28.6%	4 21.1%	2 50.0%	0 0.0%	2 15.4%	8 17.4%	5 31.3%	14 32.6% i	7 12.7% h	1 12.5%	8 15.7%	5 19.2%
6-10	29 9.1%	2 9.5%	2 10.5%	0 0.0%	0 0.0%	1 7.7%	4 8.7%	0 0.0%	5 11.6%	7 12.7%	0 0.0%	4 7.8%	1 3.8%
11-49	21 6.6%	5 23.8% fikl	1 5.3%	0 0.0%	0 0.0%	1 7.7%	2 4.3% a	1 6.3%	3 7.0%	3 5.5% a	1 12.5%	3 5.9% a	1 3.8% a
50-99	4 1.3%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	1 1.8%	0 0.0%	0 0.0%	0 0.0%
100+	1 0.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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

Topic 8: Marketing Jobs

How many marketing people do you think your firm will hire in the next 2 years

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=612									
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
0	18 16.2% bd	31 29.5% ac	6 11.3% bD	16 34.8% aC	31 27.9%	10 25.6%	11 21.6%	3 14.3%	8 16.7%	5 16.1%
1-2	50 45.0% d	44 41.9% d	21 39.6%	11 23.9% ab	49 44.1% eF	19 48.7% eF	25 49.0% eF	11 52.4% eF	12 25.0% abcd	5 16.1% ABCD
3-5	28 25.2%	16 15.2%	14 26.4%	6 13.0%	20 18.0%	6 15.4%	9 17.6%	6 28.6%	12 25.0%	8 25.8%
6-10	9 8.1%	9 8.6%	4 7.5%	6 13.0%	8 7.2% E	3 7.7%	2 3.9% E	1 4.8%	11 22.9% AC	2 6.5%
11-49	4 3.6% c	5 4.8%	7 13.2% a	5 10.9%	3 2.7% eF	1 2.6% F	3 5.9% F	0 0.0% F	5 10.4% af	9 29.0% ABCDe
50-99	2 1.8%	0 0.0% d	0 0.0%	2 4.3% b	0 0.0% F	0 0.0%	1 2.0%	0 0.0%	0 0.0%	2 6.5% A
100+	0 0.0%	0 0.0%	1 1.9%	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 8: Marketing Jobs

How many marketing people do you think your firm will hire in the next 2 years

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
0	41 24.8%	17 20.2%	9 17.6%	27 26.7% e	17 20.2%	12 23.5%	5 21.7%	4 10.0% a
1-2	73 44.2%	32 38.1%	18 35.3%	49 48.5% E	45 53.6% cdE	17 33.3% b	6 26.1% b	7 17.5% AB
3-5	31 18.8%	17 20.2%	13 25.5%	17 16.8%	14 16.7%	13 25.5%	6 26.1%	10 25.0%
6-10	10 6.1%	9 10.7%	6 11.8%	5 5.0% De	5 6.0% de	4 7.8%	5 21.7% Ab	7 17.5% ab
11-49	9 5.5%	8 9.5%	4 7.8%	3 3.0% E	3 3.6% E	4 7.8%	1 4.3%	9 22.5% AB
50-99	1 0.6%	1 1.2%	1 2.0%	0 0.0% e	0 0.0% e	1 2.0%	0 0.0%	2 5.0% ab
100+	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.5%

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

Topic 8: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next 6 months, 1 year, and 2 years

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Commun- ications Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	612	25	25	4	4	15	54	17	46	57	9	57	30
Percent	100.0%	7.3%	7.3%	1.2%	1.2%	4.4%	15.7%	5.0%	13.4%	16.6%	2.6%	16.6%	8.7%
6 months	304	19	22	4	4	13	44	15	41	49	8	48	28
	8.2	15.5	13.7	0.0	0.0	7.8	2.5	8.3	9.5	9.4	3.8	9.9	2.5
	26.1	26.5 fl	34.4	0.0	0.0	28.2	17.4 a	40.7	27.0	24.4	8.8	32.3	8.3 a
1 year	293	19	20	3	4	12	43	13	41	49	8	46	27
	12.9	4.0	19.1	6.7	10.0	1.6	12.0	14.5	24.9	9.4	17.5	14.8	5.1
	37.0	6.4 hj	42.9	5.8	9.1	6.5 j	48.5	48.2	43.2 ail	24.5 h	21.7 ael	50.2	7.5 hj
2 years	290	19	19	3	4	11	46	12	39	49	8	45	27
	24.1	20.1	30.9	12.3	31.3	18.4	36.2	35.9	33.1	13.0	25.5	25.9	6.4
	56.2	30.9 1	53.5 1	11.7	46.6 1	42.9	80.1	84.4	48.2 iL	25.9 h	33.9 1	81.1	8.7 abdHj

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

Topic 8: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next 6 months, 1 year, and 2 years

N=612 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	141	148	74	62	123	43	52	23	57
Percent	33.2%	34.8%	17.4%	14.6%	36.7%	12.8%	15.5%	6.9%	17.0%	11.0%
6 months	101	103	50	49	106	38	49	20	45	28
	6.7	7.7	10.8	9.7	15.1	3.1	8.4	-0.9	5.5	0.0
	21.8	26.2	33.8	25.6	35.7	18.4	18.0	25.1	16.8	4.2
					bf	a	f			ac
1 year	98	101	48	45	104	35	48	18	43	28
	12.5	14.2	8.2	16.0	26.2	6.9	5.0	2.7	8.5	2.0
	36.5	41.4	25.9	38.5	54.1	23.4	6.4	33.8	21.3	4.6
					bCef	a	Af		a	ac
2 years	100	98	48	43	103	34	48	19	42	28
	28.3	24.9	18.5	18.5	41.2	27.1	12.2	11.5	13.3	4.9
	58.7	62.6	46.7	44.0	82.8	48.7	20.8	24.1	26.2	11.4
					cef	f	a		a	ab

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

Topic 8: Marketing Jobs

Compared to the number of marketing hires last year, by what percentage will your firm's marketing hires change in the next 6 months, 1 year, and 2 years

N=612 Number Mean SD	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Number	180	92	55	112	89	54	25	50
Percent	55.0%	28.1%	16.8%	33.9%	27.0%	16.4%	7.6%	15.2%
6 months	155	83	49	97	82	50	21	39
	8.1 23.6	4.8 27.6	12.6 28.0	14.8 35.0 b	5.5 20.3 a	4.9 12.3	1.6 30.8	5.2 18.3
1 year	149	80	48	95	79	48	21	36
	11.4 27.3	13.1 51.9	19.6 38.4	26.3 55.4 Bce	7.3 18.7 A	7.3 20.0 a	2.2 30.8	6.0 21.7 a
2 years	149	79	46	95	75	49	21	36
	24.4 42.7	27.2 83.2	22.5 44.2	45.2 86.7 Bce	17.1 31.0 A	12.6 24.3 a	9.0 21.2	14.6 28.8 a

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

Topic 8: Marketing Jobs

Allocate 100 points across the types of marketing hires your firm will emphasize:

N=281 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
		Number	281	20	19	4	4	13	43	16	41	39	6
Percent	100.0%	7.4%	7.0%	1.5%	1.5%	4.8%	15.8%	5.9%	15.1%	14.3%	2.2%	15.8%	8.8%
New undergraduates	281 15.0 23.2	20 9.1 16.6	19 19.7 21.8	4 7.5 15.0	4 22.5 26.3	13 19.6 32.1	43 12.7 20.5	16 8.1 17.2	41 12.6 20.2	39 21.5 28.5	6 25.0 20.7	43 12.4 24.1	24 11.4 19.1
New MS or MBA graduates	281 11.5 20.1	20 18.9 22.7 hl	19 9.9 18.1	4 22.5 26.3 h	4 18.8 23.9	13 15.8 29.1	43 10.0 18.2	16 9.4 24.1	41 7.9 12.1 ac	39 11.4 18.0	6 8.3 9.8	43 11.9 24.4	24 6.3 15.3 a
New Ph.D	281 0.6 5.2	20 0.3 1.1	19 0.2 0.7	4 0.0 0.0	4 0.0 0.0	13 0.0 0.0	43 0.3 1.3	16 0.0 0.0	41 0.9 3.5	39 0.1 0.8 j	6 1.7 4.1 i	43 1.9 12.2	24 1.0 5.1
Lure from other firms	281 24.0 26.3	20 26.8 31.0	19 30.0 31.1	4 21.3 14.4	4 22.5 26.3	13 30.8 29.8	43 19.2 24.6	16 24.7 31.6	41 27.0 23.7	39 19.0 20.3	6 38.3 31.9	43 21.6 29.0	24 29.9 26.6
Hire back people we laid off	281 2.6 10.3	20 2.0 8.9	19 1.8 5.0	4 3.8 7.5	4 0.0 0.0	13 1.9 6.9	43 2.7 11.1	16 5.0 20.0	41 3.6 9.3	39 2.8 13.9	6 4.2 10.2	43 3.0 9.8	24 0.4 2.0
Hire in the open market	281 46.2 34.4	20 42.9 35.1	19 38.4 29.0	4 45.0 38.7	4 36.3 43.9	13 31.9 25.7 f	43 55.1 34.6 ej	16 52.8 39.1	41 48.1 31.3	39 45.1 30.7	6 22.5 27.2 f	43 49.2 41.5	24 51.0 33.7

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

Topic 8: Marketing Jobs

Allocate 100 points across the types of marketing hires your firm will emphasize:

N=281 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	102	92	49	36	88	37	47	21	46
Percent	36.6%	33.0%	17.6%	12.9%	33.2%	14.0%	17.7%	7.9%	17.4%	9.8%
New undergraduates	102	92	49	36	88	37	47	21	46	26
Mean	12.5	14.0	16.5	22.9	17.6	10.7	15.6	17.1	9.8	13.1
SD	20.2	24.8	23.2	26.2	25.7	23.1	22.0	29.4	13.9	18.6
	d			a						
New MS or MBA graduates	102	92	49	36	88	37	47	21	46	26
Mean	9.9	8.0	17.0	15.9	8.5	12.3	6.7	4.0	21.5	19.6
SD	17.7	18.6	22.1	23.9	16.4	26.9	14.0	8.5	25.1	23.4
	c	cd	ab	b	EF		EF	EF	ACD	ACD
New Ph.D	102	92	49	36	88	37	47	21	46	26
Mean	0.4	1.1	0.6	0.2	0.3	0.0	0.6	3.8	0.4	0.8
SD	2.2	8.4	3.6	1.0	2.4	0.0	3.7	17.5	1.4	2.3
Lure from other firms	102	92	49	36	88	37	47	21	46	26
Mean	24.4	21.4	26.9	26.3	23.8	20.8	22.4	24.5	27.2	28.8
SD	25.0	26.8	30.3	23.5	28.5	26.1	29.9	27.8	22.2	21.6
Hire back people we laid off	102	92	49	36	88	37	47	21	46	26
Mean	2.1	4.5	1.3	1.4	1.4	0.7	2.3	0.0	6.7	4.4
SD	7.5	15.5	4.3	4.7	6.6	3.4	12.7	0.0	17.5	9.3
					e	ef			ab	b
Hire in the open market	102	92	49	36	88	37	47	21	46	26
Mean	50.7	51.1	37.7	33.3	48.5	55.5	52.3	50.5	34.3	33.3
SD	32.6	36.8	33.7	30.0	35.5	38.9	33.7	33.8	30.0	23.7
	cD	cd	ab	Ab	ef	Ef	Ef	f	aBC	abcd

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

Topic 8: Marketing Jobs

Allocate 100 points across the types of marketing hires your firm will emphasize:

N=281 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	145	77	47	86	78	44	21	40
Percent	53.9%	28.6%	17.5%	32.0%	29.0%	16.4%	7.8%	14.9%
New undergraduates	145 12.7 21.7 C	77 11.7 20.4 C	47 24.5 26.9 AB	86 16.2 26.7	78 14.6 23.2	44 15.3 22.7	21 7.5 12.5	40 15.6 19.1
New MS or MBA graduates	145 10.0 19.5	77 12.8 20.1	47 14.3 23.5	86 7.8 15.7 dE	78 9.5 20.4 e	44 9.6 17.6 e	21 18.6 26.2 a	40 19.4 23.2 Abc
New Ph.D	145 0.3 2.7	77 1.3 9.2	47 0.5 1.9	86 0.3 2.4	78 0.3 2.8	44 0.2 0.9	21 0.2 1.1	40 2.8 12.7
Lure from other firms	145 26.9 28.7	77 20.0 21.6	47 18.9 22.8	86 24.3 29.8	78 23.7 26.8	44 21.1 26.2	21 24.7 24.4	40 26.4 21.0
Hire back people we laid off	145 2.7 10.7	77 3.4 12.5	47 1.5 4.7	86 1.8 10.7 e	78 0.9 4.2 E	44 2.7 12.5	21 2.9 9.6	40 6.2 12.7 aB
Hire in the open market	145 47.4 35.1	77 50.8 34.5	47 40.3 31.8	86 49.6 37.0 E	78 51.1 35.4 E	44 51.0 34.6 E	21 46.1 32.1 e	40 29.6 22.3 ABCd

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Advertising

N=281	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	281 100.0%	20 7.1%	19 6.8%	4 1.4%	4 1.4%	13 4.6%	43 15.3%	16 5.7%	41 14.6%	39 13.9%	6 2.1%	44 15.7%	23 8.2%
1st Priority	18 6.4%	0 0.0% dl	1 5.3%	0 0.0%	1 25.0% afh	0 0.0%	1 2.3% dl	1 6.3%	1 2.4% dl	4 10.3%	0 0.0%	3 6.8%	5 21.7% afh
2nd Priority	11 3.9%	1 5.0%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 2.3% g	3 18.8% fik	2 4.9%	1 2.6% g	0 0.0%	1 2.3% g	1 4.3%
3rd Priority	22 7.8%	2 10.0% h	2 10.5% h	1 25.0% Hk	0 0.0%	1 7.7%	5 11.6% h	3 18.8% Hk	0 0.0% abCfGij	4 10.3% h	1 16.7% h	1 2.3% cg	1 4.3%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Advertising

N=281	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	101 35.9%	93 33.1%	49 17.4%	36 12.8%	88 31.3%	36 12.8%	47 16.7%	21 7.5%	46 16.4%
1st Priority	3 3.0% D	5 5.4% D	2 4.1% d	8 22.2% ABc	6 6.8%	4 11.1%	1 2.1%	1 4.8%	3 6.5%	2 7.4%
2nd Priority	3 3.0%	3 3.2%	4 8.2%	1 2.8%	3 3.4%	0 0.0%	4 8.5%	0 0.0%	2 4.3%	1 3.7%
3rd Priority	6 5.9% c	4 4.3% C	9 18.4% aB	3 8.3%	7 8.0%	3 8.3%	4 8.5%	2 9.5%	1 2.2%	3 11.1%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Advertising

N=281	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	144 51.2%	77 27.4%	47 16.7%	85 30.2%	78 27.8%	44 15.7%	21 7.5%	40 14.2%
1st Priority	11 7.6%	2 2.6%	3 6.4%	3 3.5% d	6 7.7%	3 6.8%	4 19.0% ae	1 2.5% d
2nd Priority	4 2.8%	3 3.9%	3 6.4%	4 4.7%	3 3.8%	3 6.8%	0 0.0%	1 2.5%
3rd Priority	12 8.3%	5 6.5%	4 8.5%	7 8.2%	8 10.3%	1 2.3%	2 9.5%	3 7.5%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Brand management

N=281	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	281 100.0%	20 7.1%	19 6.8%	4 1.4%	4 1.4%	13 4.6%	43 15.3%	16 5.7%	41 14.6%	39 13.9%	6 2.1%	44 15.7%	23 8.2%
1st Priority	40 14.2%	6 30.0% h	1 5.3% j	0 0.0%	1 25.0%	2 15.4%	6 14.0% j	1 6.3% j	3 7.3% aJ	5 12.8% j	3 50.0% bfgHik	6 13.6% j	5 21.7%
2nd Priority	37 13.2%	3 15.0%	3 15.8%	2 50.0% Fk	0 0.0%	2 15.4%	2 4.7% Cg	4 25.0% f	6 14.6%	5 12.8%	0 0.0%	4 9.1% c	4 17.4%
3rd Priority	48 17.1%	4 20.0%	3 15.8%	0 0.0%	0 0.0%	3 23.1%	7 16.3%	3 18.8%	6 14.6%	8 20.5%	0 0.0%	7 15.9%	4 17.4%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Brand management

N=281	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	101 35.9%	93 33.1%	49 17.4%	36 12.8%	88 31.3%	36 12.8%	47 16.7%	21 7.5%	46 16.4%
1st Priority	10 9.9% C	11 11.8% c	13 26.5% Ab	6 16.7%	8 9.1% e	2 5.6% e	7 14.9%	2 9.5%	11 23.9% ab	6 22.2%
2nd Priority	11 10.9%	12 12.9%	6 12.2%	7 19.4%	11 12.5%	6 16.7%	3 6.4%	2 9.5%	9 19.6%	5 18.5%
3rd Priority	16 15.8%	19 20.4%	8 16.3%	4 11.1%	12 13.6% d	9 25.0% e	8 17.0%	7 33.3% ae	4 8.7% bd	4 14.8%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Brand management

N=281	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	144 51.2%	77 27.4%	47 16.7%	85 30.2%	78 27.8%	44 15.7%	21 7.5%	40 14.2%
1st Priority	23 16.0%	10 13.0%	4 8.5%	7 8.2%	9 11.5%	9 20.5%	4 19.0%	9 22.5%
2nd Priority	22 15.3%	10 13.0%	3 6.4%	9 10.6%	11 14.1%	4 9.1%	3 14.3%	7 17.5%
3rd Priority	23 16.0%	18 23.4%	5 10.6%	16 18.8%	13 16.7%	9 20.5%	4 19.0%	6 15.0%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Customer relationship management

N=281	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	281 100.0%	20 7.1%	19 6.8%	4 1.4%	4 1.4%	13 4.6%	43 15.3%	16 5.7%	41 14.6%	39 13.9%	6 2.1%	44 15.7%	23 8.2%
1st Priority	39 13.9%	0 0.0%	3 15.8%	0 0.0%	0 0.0%	2 15.4%	4 9.3%	2 12.5%	7 17.1%	6 15.4%	2 33.3%	8 18.2%	4 17.4%
2nd Priority	50 17.8%	3 15.0%	4 21.1%	1 25.0%	1 25.0%	4 30.8%	6 14.0%	1 6.3%	6 14.6%	8 20.5%	0 0.0%	8 18.2%	6 26.1%
3rd Priority	38 13.5%	1 5.0%	1 5.3%	0 0.0%	1 25.0%	1 7.7%	5 11.6%	6 37.5%	9 22.0%	2 5.1%	2 33.3%	7 15.9%	2 8.7%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Customer relationship management

N=281	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	101 35.9%	93 33.1%	49 17.4%	36 12.8%	88 31.3%	36 12.8%	47 16.7%	21 7.5%	46 16.4%
1st Priority	9 8.9% B	21 22.6% Ac	4 8.2% b	5 13.9%	14 15.9%	7 19.4%	7 14.9%	5 23.8% e	3 6.5% d	2 7.4%
2nd Priority	24 23.8%	14 15.1%	5 10.2%	7 19.4%	24 27.3% de	6 16.7%	6 12.8%	1 4.8% a	5 10.9% a	5 18.5%
3rd Priority	17 16.8%	11 11.8%	4 8.2%	5 13.9%	11 12.5%	5 13.9%	8 17.0%	2 9.5%	10 21.7%	2 7.4%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Customer relationship management

N=281	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	144 51.2%	77 27.4%	47 16.7%	85 30.2%	78 27.8%	44 15.7%	21 7.5%	40 14.2%
1st Priority	24 16.7%	11 14.3%	3 6.4%	12 14.1%	11 14.1%	8 18.2% d	0 0.0% c	6 15.0%
2nd Priority	24 16.7%	15 19.5%	8 17.0%	21 24.7%	13 16.7%	7 15.9%	2 9.5%	6 15.0%
3rd Priority	18 12.5%	11 14.3%	8 17.0%	11 12.9%	13 16.7%	4 9.1%	4 19.0%	2 5.0%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Category management

N=281	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	281 100.0%	20 7.1%	19 6.8%	4 1.4%	4 1.4%	13 4.6%	43 15.3%	16 5.7%	41 14.6%	39 13.9%	6 2.1%	44 15.7%	23 8.2%
1st Priority	20 7.1%	3 15.0%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	4 9.3%	0 0.0%	6 14.6%	3 7.7%	0 0.0%	1 2.3%	2 8.7%
2nd Priority	16 5.7%	2 10.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	5 11.6%	1 6.3%	1 2.4%	2 5.1%	0 0.0%	4 9.1%	0 0.0%
3rd Priority	20 7.1%	3 15.0%	0 0.0%	0 0.0%	0 0.0%	2 15.4%	2 4.7%	2 12.5%	3 7.3%	3 7.7%	0 0.0%	3 6.8%	2 8.7%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Category management

N=281	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	101 35.9%	93 33.1%	49 17.4%	36 12.8%	88 31.3%	36 12.8%	47 16.7%	21 7.5%	46 16.4%
1st Priority	9 8.9%	5 5.4%	5 10.2%	1 2.8%	3 3.4%	3 8.3%	5 10.6%	2 9.5%	4 8.7%	1 3.7%
2nd Priority	5 5.0%	5 5.4%	3 6.1%	3 8.3%	3 3.4%	3 8.3%	4 8.5%	2 9.5%	3 6.5%	1 3.7%
3rd Priority	11 10.9%	3 3.2%	5 10.2%	1 2.8%	6 6.8%	2 5.6%	4 8.5%	0 0.0%	2 4.3%	3 11.1%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Category management

N=281	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	144 51.2%	77 27.4%	47 16.7%	85 30.2%	78 27.8%	44 15.7%	21 7.5%	40 14.2%
1st Priority	10 6.9%	7 9.1%	2 4.3%	3 3.5% d	9 11.5%	1 2.3% d	4 19.0% ac	2 5.0%
2nd Priority	9 6.3%	2 2.6%	5 10.6%	4 4.7%	4 5.1%	5 11.4%	0 0.0%	3 7.5%
3rd Priority	8 5.6%	8 10.4%	2 4.3%	5 5.9%	6 7.7%	3 6.8%	2 9.5%	4 10.0%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Distribution

N=281	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	281 100.0%	20 7.1%	19 6.8%	4 1.4%	4 1.4%	13 4.6%	43 15.3%	16 5.7%	41 14.6%	39 13.9%	6 2.1%	44 15.7%	23 8.2%
1st Priority	8 2.8%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	1 2.4%	3 7.7%	0 0.0%	0 0.0%	0 0.0%
2nd Priority	8 2.8%	0 0.0%	2 10.5%	0 0.0%	0 0.0%	0 0.0%	2 4.7%	1 6.3%	0 0.0%	2 5.1%	0 0.0%	0 0.0%	1 4.3%
3rd Priority	9 3.2%	0 0.0%	1 5.3%	0 0.0%	0 0.0%	1 7.7%	3 7.0%	0 0.0%	1 2.4%	2 5.1%	0 0.0%	1 2.3%	0 0.0%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Distribution

N=281	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	101 35.9%	93 33.1%	49 17.4%	36 12.8%	88 31.3%	36 12.8%	47 16.7%	21 7.5%	46 16.4%
1st Priority	3 3.0%	2 2.2%	2 4.1%	1 2.8%	1 1.1%	1 2.8%	3 6.4%	0 0.0%	0 0.0%	1 3.7%
2nd Priority	4 4.0%	1 1.1%	3 6.1%	0 0.0%	4 4.5%	0 0.0%	1 2.1%	1 4.8%	1 2.2%	0 0.0%
3rd Priority	4 4.0%	5 5.4%	0 0.0%	0 0.0%	2 2.3%	0 0.0%	5 10.6%	1 4.8%	1 2.2%	0 0.0%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Distribution

N=281	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	144 51.2%	77 27.4%	47 16.7%	85 30.2%	78 27.8%	44 15.7%	21 7.5%	40 14.2%
1st Priority	3 2.1%	2 2.6%	1 2.1%	0 0.0% b	4 5.1% a	1 2.3%	0 0.0%	1 2.5%
2nd Priority	2 1.4%	4 5.2%	2 4.3%	4 4.7%	1 1.3%	1 2.3%	2 9.5%	0 0.0%
3rd Priority	5 3.5%	1 1.3%	2 4.3%	4 4.7%	1 1.3% c	4 9.1% b	0 0.0%	0 0.0%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Innovation/Growth

N=281	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	281 100.0%	20 7.1%	19 6.8%	4 1.4%	4 1.4%	13 4.6%	43 15.3%	16 5.7%	41 14.6%	39 13.9%	6 2.1%	44 15.7%	23 8.2%
1st Priority	53 18.9%	5 25.0%	4 21.1%	2 50.0%	0 0.0%	3 23.1%	5 11.6%	3 18.8%	9 22.0%	7 17.9%	0 0.0%	10 22.7%	4 17.4%
2nd Priority	45 16.0%	6 30.0%	3 15.8%	0 0.0%	0 0.0%	1 7.7%	10 23.3%	2 12.5%	10 24.4%	5 12.8%	1 16.7%	3 6.8%	3 13.0%
3rd Priority	32 11.4%	2 10.0%	4 21.1%	0 0.0%	1 25.0%	0 0.0%	10 23.3%	0 0.0%	3 7.3%	2 5.1%	2 33.3%	5 11.4%	3 13.0%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Innovation/Growth

N=281	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	101 35.9%	93 33.1%	49 17.4%	36 12.8%	88 31.3%	36 12.8%	47 16.7%	21 7.5%	46 16.4%
1st Priority	25 24.8% c	16 17.2%	5 10.2% a	6 16.7%	12 13.6% ef	9 25.0%	8 17.0%	1 4.8% ef	13 28.3% ad	9 33.3% ad
2nd Priority	13 12.9% c	14 15.1%	13 26.5% a	5 13.9%	13 14.8% e	1 2.8% dEf	5 10.6% e	4 19.0% b	14 30.4% aBc	5 18.5% b
3rd Priority	12 11.9%	12 12.9%	6 12.2%	2 5.6%	13 14.8%	5 13.9%	6 12.8%	2 9.5%	3 6.5%	2 7.4%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Innovation/Growth

N=281	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	144 51.2%	77 27.4%	47 16.7%	85 30.2%	78 27.8%	44 15.7%	21 7.5%	40 14.2%
1st Priority	25 17.4%	20 26.0%	6 12.8%	14 16.5%	17 21.8%	4 9.1% e	2 9.5%	12 30.0% c
2nd Priority	21 14.6%	11 14.3%	11 23.4%	10 11.8% D	10 12.8% D	8 18.2%	8 38.1% AB	7 17.5%
3rd Priority	17 11.8%	7 9.1%	7 14.9%	12 14.1%	10 12.8%	5 11.4%	2 9.5%	2 5.0%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Internet marketing

N=281	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	281 100.0%	20 7.1%	19 6.8%	4 1.4%	4 1.4%	13 4.6%	43 15.3%	16 5.7%	41 14.6%	39 13.9%	6 2.1%	44 15.7%	23 8.2%
1st Priority	58 20.6%	2 10.0%	7 36.8%	0 0.0%	0 0.0%	2 15.4%	11 25.6%	6 37.5%	10 24.4%	9 23.1%	1 16.7%	7 15.9%	2 8.7%
2nd Priority	53 18.9%	1 5.0%	3 15.8%	0 0.0%	3 75.0%	0 0.0%	12 27.9%	3 18.8%	5 12.2%	6 15.4%	3 50.0%	13 29.5%	2 8.7%
3rd Priority	41 14.6%	4 20.0%	1 5.3%	1 25.0%	0 0.0%	1 7.7%	4 9.3%	2 12.5%	7 17.1%	10 25.6%	0 0.0%	6 13.6%	4 17.4%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Internet marketing

N=281	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	101 35.9%	93 33.1%	49 17.4%	36 12.8%	88 31.3%	36 12.8%	47 16.7%	21 7.5%	46 16.4%
1st Priority	23 22.8%	17 18.3%	9 18.4%	8 22.2%	30 34.1% Bef	2 5.6% Ac	10 21.3% b	4 19.0%	6 13.0% a	3 11.1% a
2nd Priority	16 15.8%	21 22.6%	9 18.4%	7 19.4%	13 14.8% b	11 30.6% ae	8 17.0%	5 23.8%	5 10.9% b	6 22.2%
3rd Priority	10 9.9% d	16 17.2%	6 12.2%	9 25.0% a	10 11.4% e	6 16.7%	4 8.5% ef	1 4.8% e	12 26.1% acd	7 25.9% c

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Internet marketing

N=281	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	144 51.2%	77 27.4%	47 16.7%	85 30.2%	78 27.8%	44 15.7%	21 7.5%	40 14.2%
1st Priority	23 16.0% C	15 19.5% c	18 38.3% Ab	29 34.1% bcE	13 16.7% a	6 13.6% a	6 28.6%	4 10.0% A
2nd Priority	29 20.1%	17 22.1%	5 10.6%	14 16.5%	18 23.1%	6 13.6%	3 14.3%	7 17.5%
3rd Priority	19 13.2%	12 15.6%	8 17.0%	6 7.1% dE	10 12.8%	8 18.2%	5 23.8% a	10 25.0% A

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Marketing research

N=281	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	281 100.0%	20 7.1%	19 6.8%	4 1.4%	4 1.4%	13 4.6%	43 15.3%	16 5.7%	41 14.6%	39 13.9%	6 2.1%	44 15.7%	23 8.2%
1st Priority	14 5.0%	1 5.0%	0 0.0% cd	1 25.0% bhil	1 25.0% bhil	1 7.7%	5 11.6%	0 0.0%	1 2.4% cd	1 2.6% cd	0 0.0%	2 4.5%	0 0.0% cd
2nd Priority	24 8.5%	2 10.0%	2 10.5%	1 25.0%	0 0.0%	2 15.4%	2 4.7%	0 0.0%	4 9.8%	5 12.8%	1 16.7%	3 6.8%	1 4.3%
3rd Priority	40 14.2%	2 10.0%	4 21.1% f	1 25.0%	1 25.0%	1 7.7%	2 4.7% bhk	0 0.0% h	9 22.0% fg	5 12.8%	1 16.7%	9 20.5% f	3 13.0%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Marketing research

N=281

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	101 35.9%	93 33.1%	49 17.4%	36 12.8%	88 31.3%	36 12.8%	47 16.7%	21 7.5%	46 16.4%
1st Priority	6 5.9%	3 3.2%	4 8.2%	1 2.8%	2 2.3%	5 13.9%	1 2.1%	1 4.8%	3 6.5%	2 7.4%
2nd Priority	9 8.9%	9 9.7%	1 2.0%	4 11.1%	6 6.8%	4 11.1%	4 8.5%	3 14.3%	5 10.9%	1 3.7%
3rd Priority	12 11.9%	14 15.1%	6 12.2%	8 22.2%	17 19.3%	2 5.6%	4 8.5%	4 19.0%	8 17.4%	2 7.4%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Marketing research

N=281	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	144 51.2%	77 27.4%	47 16.7%	85 30.2%	78 27.8%	44 15.7%	21 7.5%	40 14.2%
1st Priority	8 5.6%	4 5.2%	2 4.3%	2 2.4%	6 7.7%	3 6.8%	0 0.0%	3 7.5%
2nd Priority	11 7.6%	8 10.4%	3 6.4%	8 9.4%	4 5.1%	6 13.6%	2 9.5%	3 7.5%
3rd Priority	24 16.7%	8 10.4%	6 12.8%	15 17.6%	7 9.0%	5 11.4%	0 0.0%	9 22.5%
				d	e		ae	bd

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Pricing

N=281	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	281 100.0%	20 7.1%	19 6.8%	4 1.4%	4 1.4%	13 4.6%	43 15.3%	16 5.7%	41 14.6%	39 13.9%	6 2.1%	44 15.7%	23 8.2%
1st Priority	2 0.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	0 0.0%	0 0.0%
2nd Priority	9 3.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	1 2.3%	1 6.3%	1 2.4%	1 2.6%	0 0.0%	2 4.5%	2 8.7%
3rd Priority	7 2.5%	0 0.0%	0 0.0%	1 25.0%	0 0.0%	1 7.7%	2 4.7%	0 0.0%	0 0.0%	1 2.6%	0 0.0%	2 4.5%	0 0.0%
		c	c	abHil					C	c			c

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Pricing

N=281	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	101 35.9%	93 33.1%	49 17.4%	36 12.8%	88 31.3%	36 12.8%	47 16.7%	21 7.5%	46 16.4%
1st Priority	1 1.0%	1 1.1%	0 0.0%	0 0.0%	1 1.1%	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%
2nd Priority	3 3.0%	3 3.2%	2 4.1%	1 2.8%	2 2.3%	2 5.6%	1 2.1%	1 4.8%	2 4.3%	1 3.7%
3rd Priority	4 4.0%	2 2.2%	0 0.0%	1 2.8%	1 1.1%	0 0.0%	2 4.3%	1 4.8%	1 2.2%	1 3.7%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Pricing

N=281	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	144 51.2%	77 27.4%	47 16.7%	85 30.2%	78 27.8%	44 15.7%	21 7.5%	40 14.2%
1st Priority	2 1.4%	0 0.0%	0 0.0%	2 2.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
2nd Priority	6 4.2%	2 2.6%	1 2.1%	2 2.4%	3 3.8%	1 2.3%	0 0.0%	3 7.5%
3rd Priority	4 2.8%	1 1.3%	2 4.3%	1 1.2%	3 3.8%	2 4.5%	0 0.0%	1 2.5%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Sales

N=281	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	281 100.0%	20 7.1%	19 6.8%	4 1.4%	4 1.4%	13 4.6%	43 15.3%	16 5.7%	41 14.6%	39 13.9%	6 2.1%	44 15.7%	23 8.2%
1st Priority	29 10.3%	3 15.0% i	3 15.8% i	0 0.0%	0 0.0%	1 7.7%	7 16.3% i	3 18.8% I	3 7.3%	0 0.0% abfGk	0 0.0%	7 15.9% i	1 4.3%
2nd Priority	28 10.0%	2 10.0%	1 5.3%	0 0.0%	0 0.0%	2 15.4%	2 4.7%	0 0.0%	6 14.6%	4 10.3%	1 16.7%	6 13.6%	3 13.0%
3rd Priority	24 8.5%	2 10.0%	3 15.8%	0 0.0%	1 25.0%	2 15.4%	3 7.0%	0 0.0%	3 7.3%	2 5.1%	0 0.0%	3 6.8%	4 17.4%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Sales

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=281									
Total	101 35.9%	93 33.1%	49 17.4%	36 12.8%	88 31.3%	36 12.8%	47 16.7%	21 7.5%	46 16.4%	27 9.6%
1st Priority	12 11.9% d	12 12.9% d	5 10.2%	0 0.0% ab	11 12.5%	3 8.3%	5 10.6%	4 19.0%	3 6.5%	1 3.7%
2nd Priority	13 12.9%	11 11.8%	3 6.1%	1 2.8%	9 10.2% ce	3 8.3% e	11 23.4% aE	2 9.5% e	0 0.0% abCd	2 7.4%
3rd Priority	9 8.9%	7 7.5%	5 10.2%	3 8.3%	9 10.2%	4 11.1%	2 4.3%	1 4.8%	4 8.7%	3 11.1%

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

Topic 8: Marketing Jobs

Skills for marketing hires - Priority ranking for: Sales

N=281	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	144 51.2%	77 27.4%	47 16.7%	85 30.2%	78 27.8%	44 15.7%	21 7.5%	40 14.2%
1st Priority	15 10.4%	6 7.8%	8 17.0%	13 15.3% b	3 3.8% aC	9 20.5% Be	1 4.8%	2 5.0% c
2nd Priority	16 11.1%	5 6.5%	6 12.8%	9 10.6%	11 14.1%	3 6.8%	1 4.8%	3 7.5%
3rd Priority	14 9.7%	6 7.8%	3 6.4%	8 9.4%	7 9.0%	3 6.8%	2 9.5%	3 7.5%

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

Topic 8: Marketing Jobs

Does your firm currently outsource any marketing activities?

N=612	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharmac. L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
Yes	257 72.4%	18 75.0%	15 60.0%	4 100.0%	4 100.0%	10 66.7%	38 71.7%	16 94.1%	36 78.3%	40 72.7%	7 87.5%	35 61.4%	21 72.4%
No	98 27.6%	6 25.0%	10 40.0%	0 0.0%	0 0.0%	5 33.3%	15 28.3%	1 5.9%	10 21.7%	15 27.3%	1 12.5%	22 38.6%	8 27.6%

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

Topic 8: Marketing Jobs

Does your firm currently outsource any marketing activities?

N=612

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%
Yes	91 75.2%	78 65.0%	46 78.0%	40 78.4%	81 66.4% e	33 78.6%	36 69.2%	14 60.9% e	46 83.6% ad	26 76.5%
No	30 24.8%	42 35.0%	13 22.0%	11 21.6%	41 33.6% e	9 21.4%	16 30.8%	9 39.1% e	9 16.4% ad	8 23.5%

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

Topic 8: Marketing Jobs

Does your firm currently outsource any marketing activities?

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
Yes	128 71.5%	68 75.6%	41 74.5%	70 63.1% bE	70 78.7% a	37 68.5% E	17 70.8% e	44 91.7% ACd
No	51 28.5%	22 24.4%	14 25.5%	41 36.9% bE	19 21.3% a	17 31.5% E	7 29.2% e	4 8.3% ACd

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

Topic 8: Marketing Jobs

How do you think this outsourcing of marketing activities will change during the next year?

	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharm.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
-10% or less	9 2.9%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	3 6.1%	0 0.0%	1 2.3%	2 4.0%	1 12.5%	1 2.3%	0 0.0%
-9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-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%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-7%	1 0.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	18 5.7%	1 4.5%	1 4.8%	1 25.0% fgl	0 0.0%	1 7.7%	1 2.0% cJ	0 0.0% cj	3 6.8%	5 10.0%	2 25.0% Fgl	3 6.8%	0 0.0% cj
-4%	2 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%
-3%	1 0.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%
-2%	2 0.6%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-1%	1 0.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.6%
0% (no change)	150 47.8%	11 50.0%	11 52.4%	3 75.0%	2 50.0%	6 46.2%	20 40.8%	10 58.8%	17 38.6%	28 56.0%	3 37.5%	21 47.7%	14 50.0%

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

Topic 8: Marketing Jobs

How do you think this outsourcing of marketing activities will change during the next year?

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=612									
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
-10% or less	3 2.7%	4 4.0%	1 1.9%	1 2.1%	1 0.9%	1 2.6%	2 4.2%	0 0.0%	2 3.9%	0 0.0%
-9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-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%	0 0.0%	0 0.0%
-7%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-5%	8 7.2% c	4 4.0% d	0 0.0% aD	6 12.8% bC	6 5.5% f	3 7.7%	2 4.2%	0 0.0%	2 3.9%	5 16.7% a
-4%	1 0.9%	1 1.0%	0 0.0%	0 0.0%	1 0.9%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	0 0.0%
-3%	1 0.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.1%	0 0.0%	0 0.0%	0 0.0%
-2%	1 0.9%	0 0.0%	1 1.9%	0 0.0%	0 0.0% d	0 0.0%	0 0.0%	1 5.3% a	1 2.0%	0 0.0%
-1%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%
0% (no change)	47 42.3%	53 52.5%	27 50.9%	21 44.7%	51 46.4%	18 46.2%	27 56.3% f	11 57.9%	28 54.9% f	9 30.0% ce

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

Topic 8: Marketing Jobs

How do you think this outsourcing of marketing activities will change during the next year?

	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
-10% or less	5 3.0%	2 2.2%	1 2.2%	1 1.0%	3 3.7%	1 2.2%	0 0.0%	3 6.5%
-9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
-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%
-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%
-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%
-5%	9 5.5%	6 6.7%	3 6.7%	5 5.0%	5 6.1%	0 0.0%	2 8.7%	5 10.9%
-4%	2 1.2%	0 0.0%	0 0.0%	1 1.0%	0 0.0%	1 2.2%	0 0.0%	0 0.0%
-3%	0 0.0%	1 1.1%	0 0.0%	0 0.0%	1 1.2%	0 0.0%	0 0.0%	0 0.0%
-2%	1 0.6%	0 0.0%	1 2.2%	0 0.0%	1 1.2%	1 2.2%	0 0.0%	0 0.0%
-1%	0 0.0%	1 1.1%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	0 0.0%
0% (no change)	80 48.8%	42 47.2%	22 48.9%	49 49.0%	39 47.6%	25 54.3%	11 47.8%	20 43.5%

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

Topic 8: Marketing Jobs

How do you think this outsourcing of marketing activities will change during the next year?

	Total	Industry Sector											
		Consumer Packaged Goods A	Communications Media B	Mining Construction C	Transportation D	Energy E	Manufacturing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consulting K	Health-care Pharm. L
+1%	7 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 6.1%	0 0.0%	0 0.0%	3 6.0%	0 0.0%	0 0.0%	0 0.0%
+2%	14 4.5%	0 0.0%	1 4.8%	0 0.0%	1 25.0%	1 7.7%	2 4.1%	2 11.8%	2 4.5%	3 6.0%	0 0.0%	1 2.3%	1 3.6%
+3%	12 3.8%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	1 7.7%	4 8.2%	0 0.0%	3 6.8%	1 2.0%	0 0.0%	0 0.0%	1 3.6%
+4%	4 1.3%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	1 2.3%	1 2.0%	0 0.0%	0 0.0%	0 0.0%
+5%	48 15.3%	5 22.7%	4 19.0%	0 0.0%	1 25.0%	0 0.0%	11 22.4%	1 5.9%	9 20.5%	4 8.0%	0 0.0%	7 15.9%	6 21.4%
+6%	2 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	0 0.0%	0 0.0%
+7%	2 0.6%	1 4.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
+8%	3 1.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%	1 2.3%	0 0.0%	0 0.0%	0 0.0%	1 3.6%
+9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
+10% or more	38 12.1%	2 9.1%	2 9.5%	0 0.0%	0 0.0%	3 23.1%	2 4.1%	4 23.5%	6 13.6%	2 4.0%	2 25.0%	10 22.7%	3 10.7%

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

Topic 8: Marketing Jobs

How do you think this outsourcing of marketing activities will change during the next year?

	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion
	A	B	C	D	A	B	C	D	E	F
+1%	4 3.6%	1 1.0%	1 1.9%	1 2.1%	1 0.9%	0 0.0%	2 4.2%	1 5.3%	1 2.0%	0 0.0%
+2%	5 4.5%	3 3.0%	3 5.7%	3 6.4%	4 3.6%	4 10.3%	1 2.1%	0 0.0%	2 3.9%	3 10.0%
+3%	7 6.3%	1 1.0%	2 3.8%	2 4.3%	2 1.8%	0 0.0%	2 4.2%	1 5.3%	2 3.9%	4 13.3%
	b	a			F	f				Ab
+4%	1 0.9%	1 1.0%	1 1.9%	1 2.1%	1 0.9%	2 5.1%	0 0.0%	1 5.3%	0 0.0%	0 0.0%
+5%	18 16.2%	15 14.9%	8 15.1%	7 14.9%	15 13.6%	6 15.4%	8 16.7%	1 5.3%	10 19.6%	7 23.3%
+6%	0 0.0%	1 1.0%	0 0.0%	1 2.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%
+7%	0 0.0%	1 1.0%	1 1.9%	0 0.0%	1 0.9%	0 0.0%	0 0.0%	0 0.0%	1 2.0%	0 0.0%
+8%	2 1.8%	1 1.0%	0 0.0%	0 0.0%	2 1.8%	1 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
+9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
+10% or more	13 11.7%	15 14.9%	6 11.3%	4 8.5%	25 22.7%	4 10.3%	3 6.3%	2 10.5%	0 0.0%	2 6.7%
					cE	e	a	e	Abd	

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

Topic 8: Marketing Jobs

How do you think this outsourcing of marketing activities will change during the next year?

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
+1%	2 1.2%	4 4.5%	0 0.0%	1 1.0%	3 3.7%	0 0.0%	1 4.3%	1 2.2%
+2%	8 4.9%	3 3.4%	3 6.7%	5 5.0%	5 6.1%	2 4.3%	2 8.7% e	0 0.0% d
+3%	6 3.7%	3 3.4%	2 4.4%	2 2.0% d	2 2.4% d	1 2.2%	3 13.0% ab	4 8.7%
+4%	3 1.8%	1 1.1%	0 0.0%	2 2.0%	1 1.2%	1 2.2%	0 0.0%	0 0.0%
+5%	25 15.2%	16 18.0%	4 8.9%	10 10.0%	13 15.9%	8 17.4%	4 17.4%	10 21.7%
+6%	1 0.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	0 0.0%
+7%	2 1.2%	0 0.0%	0 0.0%	0 0.0%	1 1.2%	0 0.0%	0 0.0%	1 2.2%
+8%	2 1.2%	1 1.1%	0 0.0%	1 1.0%	2 2.4%	0 0.0%	0 0.0%	0 0.0%
+9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
+10% or more	18 11.0%	9 10.1%	9 20.0%	23 23.0% BcdE	6 7.3% A	4 8.7% a	0 0.0% a	2 4.3% A

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

Appendix: Firm-level Descriptive Information

How many employees does your firm have?

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	612	25	25	4	4	15	54	17	46	57	9	57	30
Percent	100.0%	7.3%	7.3%	1.2%	1.2%	4.4%	15.7%	5.0%	13.4%	16.6%	2.6%	16.6%	8.7%
How many employees does your firm have?	331 6611.1 17384.1	22 5412.1 8214.5	24 2939.0 6830.0 c	4 18390.0 34430.6 bgl	4 1700.0 2311.0	14 14340.8 27876.5 kl	52 8881.3 20338.6	17 1878.6 2867.6 c	44 12317.5 27815.1	56 6782.8 16536.5	8 2968.8 6929.5	53 3991.2 12525.4 e	27 2228.0 3948.7 ce
How many marketing (non-sales) employees are in your firm?	306 420.4 4624.4	22 98.9 164.6	22 54.6 148.9	4 76.5 94.2	3 4.7 2.5	13 682.5 2201.4 k	47 164.6 467.1	15 27.3 75.7	41 458.3 1462.1	51 1653.1 11192.5	7 32.0 52.5	50 63.9 204.3 e	27 50.8 81.4

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

Appendix: Firm-level Descriptive Information

How many employees does your firm have?

N=612 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	141	148	74	62	123	43	52	23	57
Percent	33.2%	34.8%	17.4%	14.6%	36.7%	12.8%	15.5%	6.9%	17.0%	11.0%
How many employees does your firm have?	116 7967.4 20213.1	111 5041.2 13526.9	52 7691.2 19630.1	51 5970.8 15716.5	117 166.8 647.2 CDEF	40 250.5 358.9 CDEF	52 1066.0 1213.8 ABDEF	23 4185.4 8315.8 ABCF	51 11376.1 17382.4 ABCF	33 37545.4 32294.7 ABCDE
How many marketing (non-sales) employees are in your firm?	105 228.6 1010.8	105 124.8 713.4	48 122.6 331.1	47 1822.6 11654.7	108 15.6 94.3 cEf	38 8.2 8.9 D	50 58.2 172.4 a	21 56.8 111.4 B	50 403.7 1470.8 A	28 3634.1 15018.0 a

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

Appendix: Firm-level Descriptive Information

How many employees does your firm have?

N=612 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	180	92	55	112	89	54	25	50
Percent	55.0%	28.1%	16.8%	33.9%	27.0%	16.4%	7.6%	15.2%
How many employees does your firm have?	173	91	53	112	89	54	25	50
	5326.4	9057.8	4079.4	35.8	292.8	2175.9	5888.0	37869.9
	14613.3	20663.9	11781.6	24.4	194.7	1042.3	1397.7	29014.4
				BCDE	ACDE	ABDE	ABCE	ABCD
How many marketing (non-sales) employees are in your firm?	165	85	47	101	86	51	21	45
	123.3	204.5	1923.8	5.6	14.2	106.4	108.0	2637.9
	688.4	781.5	11672.6	10.5	21.7	221.4	131.8	11927.5
	c		a	BCDe	ACDe	AB	AB	ab

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is ...

N=612 Number Mean SD	Total	Industry Sector											
		Consumer Packaged Goods A	Communi- cations Media B	Mining Construc- tion C	Trans- portation D	Energy E	Manufac- turing F	Retail Wholesale G	Tech Software Biotech H	Banking Finance Insur. I	Consumer Services J	Service Consult- ing K	Health- care Pharmac. L
Number	612	25	25	4	4	15	54	17	46	57	9	57	30
Percent	100.0%	7.3%	7.3%	1.2%	1.2%	4.4%	15.7%	5.0%	13.4%	16.6%	2.6%	16.6%	8.7%
What % of your firm's sales is domestic?	331 79.9 25.1	22 81.8 19.4 fi	24 90.1 15.3 EFHl	4 74.5 30.8	4 85.0 17.8	13 63.8 33.6 BIK	51 67.5 26.6 aBgJkK	17 85.6 27.4 f	42 73.2 26.2 Blk	55 90.9 17.3 aEFHL	8 88.1 16.9 f	55 84.5 21.0 EFh	30 73.2 32.3 bI
What % of your firm's sales is through the Internet?	327 8.3 18.6	22 5.6 11.9 bjl	23 20.7 28.9 aeFIL	4 0.8 1.5	4 5.3 9.8 1	13 0.4 1.4 bgj	52 3.8 11.2 BghJ	17 13.6 21.1 efiL	42 13.4 25.6 fil	56 5.0 8.5 BghJl	8 22.6 33.0 aeFIL	53 10.0 23.1 1	29 1.0 1.9 aBdGhiJk

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is ...

N=612 Number Mean SD	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	Number	141	148	74	62	123	43	52	23	57
Percent	33.2%	34.8%	17.4%	14.6%	36.7%	12.8%	15.5%	6.9%	17.0%	11.0%
What % of your firm's sales is domestic?	114 68.4 27.8 BCD	113 85.5 22.3 A	51 81.5 24.4 Ad	51 90.7 13.6 Ac	121 86.9 23.6 dEF	40 83.9 19.7 eF	51 82.0 21.6 eF	22 75.0 29.3 a	54 71.6 24.7 Abc	31 64.1 27.3 ABC
What % of your firm's sales is through the Internet?	113 5.4 15.0 d	110 9.1 21.6	51 9.6 16.3	51 11.2 20.9 a	120 13.2 24.7 dE	39 6.6 15.3	50 6.0 16.0	22 2.7 4.2 a	55 4.0 10.3 A	31 8.2 15.9

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

Appendix: Firm-level Descriptive Information

What % of your firm's sales is ...

N=612 Number Mean SD	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
	A	B	C	A	B	C	D	E
Number	180	92	55	112	89	54	25	50
Percent	55.0%	28.1%	16.8%	33.9%	27.0%	16.4%	7.6%	15.2%
What % of your firm's sales is domestic?	178 79.4 26.8	92 77.2 24.3 c	55 86.6 19.3 b	110 86.9 23.4 CDE	87 85.4 18.7 CDE	52 74.6 25.9 AB	24 71.4 28.4 AB	48 65.3 27.8 AB
What % of your firm's sales is through the Internet?	180 0.0 0.0	92 4.3 3.1 C	55 41.9 26.1 B	109 13.1 24.8 ce	86 7.1 17.7	50 3.9 8.2 a	24 6.4 14.4	47 5.5 12.6 a

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

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
		A	B	C	D	E	F	G	H	I	J	K	L
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
B2B - Product	141 33.2%	6 24.0% eFHK	3 12.0% CEFHI	3 75.0% BgljK	0 0.0% eFh	10 66.7% aBdGIJK	44 83.0% ABDGHJKL	3 17.6% cEFHk	29 63.0% ABdfGIJK	6 10.5% CEFHL	0 0.0% cEFHI	2 3.5% ACEFgHL	13 43.3% bFjK
B2B - Services	148 34.8%	1 4.0% BhIKl	13 52.0% AeFghK	0 0.0% K	1 25.0% fK	2 13.3% bK	1 1.9% BdHijKL	2 11.8% biK	12 26.1% abFK	23 40.4% AFgK	2 22.2% fK	50 87.7% ABCDEFGHIJL	8 26.7% aFK
B2C - Product	74 17.4%	17 68.0% BcEFHIJKL	4 16.0% AGK	0 0.0% ag	2 50.0% HijK	2 13.3% AgK	8 15.1% AGK	10 58.8% BceFHijKL	3 6.5% ADG	5 8.8% AdGk	0 0.0% AdG	0 0.0% ABDEFGiL	5 16.7% AGK
B2C - Services	62 14.6%	1 4.0% IJ	5 20.0% FhJ	1 25.0% F	1 25.0% F	1 6.7% ij	0 0.0% BCDgIJKL	2 11.8% fiJ	2 4.3% bIJ	23 40.4% AeFgHjKl	7 77.8% ABEFGHiK	5 8.8% fIJ	4 13.3% FiJ

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

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

	Economic Sector				Sales Revenue					
	B2B Product A	B2B Services B	B2C Product C	B2C Services D	<\$25 million A	\$26-99 million B	\$100-499 million C	\$500-999 million D	\$1-9.9 billion E	\$10+ billion F
	N=612									
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
B2B - Product	141 100.0% BCD	0 0.0% A	0 0.0% A	0 0.0% A	40 33.1%	18 41.9%	19 36.5%	8 34.8%	17 30.4%	14 37.8%
B2B - Services	0 0.0% B	148 100.0% ACD	0 0.0% B	0 0.0% B	49 40.5% f	13 30.2%	17 32.7%	5 21.7%	19 33.9%	8 21.6% a
B2C - Product	0 0.0% C	0 0.0% C	74 100.0% ABD	0 0.0% C	12 9.9% de	6 14.0%	9 17.3%	6 26.1% a	13 23.2% a	8 21.6%
B2C - Services	0 0.0% D	0 0.0% D	0 0.0% D	62 100.0% ABC	20 16.5%	6 14.0%	7 13.5%	4 17.4%	7 12.5%	7 18.9%

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

Appendix: Firm-level Descriptive Information

Which economic sector best describes your firm?

N=612	Internet Sales %			Number of Employees				
	0% A	1-10% B	>10% C	<100 A	100-999 B	1000-4999 C	5000-9999 D	10,000+ E
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
B2B - Product	67 37.4% c	36 39.1% c	10 18.5% ab	39 35.1%	33 37.1%	18 33.3%	9 36.0%	17 34.0%
B2B - Services	68 38.0%	24 26.1%	18 33.3%	45 40.5%	28 31.5%	15 27.8%	8 32.0%	15 30.0%
B2C - Product	23 12.8% c	14 15.2%	14 25.9% a	15 13.5%	13 14.6%	11 20.4%	4 16.0%	9 18.0%
B2C - Services	21 11.7%	18 19.6%	12 22.2%	12 10.8%	15 16.9%	10 18.5%	4 16.0%	9 18.0%

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

Appendix: Firm-level Descriptive Information

Sales Revenue

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
<\$25 million	123 36.7%	4 16.7%	14 60.9%	0 0.0%	0 0.0%	1 6.7%	9 18.0%	4 23.5%	28 62.2%	19 34.5%	3 37.5%	30 53.6%	10 33.3%
\$26-99 million	43 12.8%	2 8.3%	2 8.7%	1 25.0%	0 0.0%	0 0.0%	9 18.0%	1 5.9%	7 15.6%	5 9.1%	1 12.5%	8 14.3%	6 20.0%
\$100-499 million	52 15.5%	6 25.0%	3 13.0%	1 25.0%	1 25.0%	3 20.0%	8 16.0%	4 23.5%	1 2.2%	9 16.4%	3 37.5%	8 14.3%	5 16.7%
\$500-999 million	23 6.9%	1 4.2%	1 4.3%	0 0.0%	1 25.0%	2 13.3%	6 12.0%	3 17.6%	2 4.4%	4 7.3%	1 12.5%	1 1.8%	1 3.3%
\$1-9.9 billion	57 17.0%	8 33.3%	2 8.7%	1 25.0%	1 25.0%	5 33.3%	11 22.0%	3 17.6%	1 2.2%	11 20.0%	0 0.0%	6 10.7%	7 23.3%
\$10+ billion	37 11.0%	3 12.5%	1 4.3%	1 25.0%	1 25.0%	4 26.7%	7 14.0%	2 11.8%	6 13.3%	7 12.7%	0 0.0%	3 5.4%	1 3.3%

Appendix: Firm-level Descriptive Information

Sales Revenue

N=612	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
<\$25 million	64 36.8%	24 27.3%	32 58.2%	94 86.2%	18 21.2%	4 7.7%	1 4.3%	0 0.0%
\$26-99 million	25 14.4%	9 10.2%	5 9.1%	9 8.3%	28 32.9%	3 5.8%	0 0.0%	0 0.0%
\$100-499 million	31 17.8%	12 13.6%	7 12.7%	2 1.8%	32 37.6%	15 28.8%	3 13.0%	0 0.0%
\$500-999 million	11 6.3%	10 11.4%	1 1.8%	3 2.8%	2 2.4%	13 25.0%	2 8.7%	3 6.5%
\$1-9.9 billion	28 16.1%	23 26.1%	4 7.3%	0 0.0%	4 4.7%	17 32.7%	12 52.2%	18 39.1%
\$10+ billion	15 8.6%	10 11.4%	6 10.9%	1 0.9%	1 1.2%	0 0.0%	5 21.7%	25 54.3%

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=612	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
Consumer Packaged Goods	6 5.0%	1 0.9%	17 30.4%	1 1.9%	4 3.3%	2 4.8%	6 11.5%	1 4.3%	8 14.3%	3 8.3%
Communications/Media	3 2.5%	13 11.3%	4 7.1%	5 9.6%	14 11.5%	2 4.8%	3 5.8%	1 4.3%	2 3.6%	1 2.8%
Mining/Construction	3 2.5%	0 0.0%	0 0.0%	1 1.9%	0 0.0%	1 2.4%	1 1.9%	0 0.0%	1 1.8%	1 2.8%
Transportation	0 0.0%	1 0.9%	2 3.6%	1 1.9%	0 0.0%	0 0.0%	1 1.9%	1 4.3%	1 1.8%	1 2.8%
Energy	10 8.4%	2 1.7%	2 3.6%	1 1.9%	1 0.8%	0 0.0%	3 5.8%	2 8.7%	5 8.9%	4 11.1%
Manufacturing	44 37.0%	1 0.9%	8 14.3%	0 0.0%	9 7.4%	9 21.4%	8 15.4%	6 26.1%	11 19.6%	7 19.4%
Retail/Wholesale	3 2.5%	2 1.7%	10 17.9%	2 3.8%	4 3.3%	1 2.4%	4 7.7%	3 13.0%	3 5.4%	2 5.6%
Technology [Software/ Biotech]	29 24.4%	12 10.4%	3 5.4%	2 3.8%	28 23.0%	7 16.7%	1 1.9%	2 8.7%	1 1.8%	6 16.7%
Banking/Finance/ Insurance	6 5.0%	23 20.0%	5 8.9%	23 44.2%	19 15.6%	5 11.9%	9 17.3%	4 17.4%	11 19.6%	7 19.4%
Consumer Services	0 0.0%	2 1.7%	0 0.0%	7 13.5%	3 2.5%	1 2.4%	3 5.8%	1 4.3%	0 0.0%	0 0.0%
Professional Services/ Consulting	2 1.7%	50 43.5%	0 0.0%	5 9.6%	30 24.6%	8 19.0%	8 15.4%	1 4.3%	6 10.7%	3 8.3%
Health Care/ Pharmaceutical	13 10.9%	8 7.0%	5 8.9%	4 7.7%	10 8.2%	6 14.3%	5 9.6%	1 4.3%	7 12.5%	1 2.8%

Appendix: Firm-level Descriptive Information

Which industry sector best describes your firm?

N=612	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
Consumer Packaged Goods	11 6.1%	8 8.8%	3 5.7%	5 4.5%	6 7.0%	3 5.6%	4 16.7%	4 8.0%
Communications/Media	9 5.0%	4 4.4%	10 18.9%	13 11.8%	5 5.8%	2 3.7%	0 0.0%	4 8.0%
Mining/Construction	3 1.7%	1 1.1%	0 0.0%	0 0.0%	2 2.3%	1 1.9%	0 0.0%	1 2.0%
Transportation	2 1.1%	1 1.1%	1 1.9%	1 0.9%	1 1.2%	1 1.9%	1 4.2%	0 0.0%
Energy	12 6.7%	1 1.1%	0 0.0%	2 1.8%	3 3.5%	3 5.6%	0 0.0%	6 12.0%
Manufacturing	31 17.3%	18 19.8%	3 5.7%	10 9.1%	18 20.9%	9 16.7%	5 20.8%	10 20.0%
Retail/Wholesale	6 3.4%	5 5.5%	6 11.3%	5 4.5%	4 4.7%	5 9.3%	1 4.2%	1 2.0%
Technology [Software/ Biotech]	23 12.8%	8 8.8%	11 20.8%	20 18.2%	12 14.0%	4 7.4%	0 0.0%	8 16.0%
Banking/Finance/ Insurance	25 14.0%	24 26.4%	7 13.2%	16 14.5%	14 16.3%	9 16.7%	7 29.2%	10 20.0%
Consumer Services	2 1.1%	3 3.3%	3 5.7%	1 0.9%	5 5.8%	1 1.9%	0 0.0%	1 2.0%
Professional Services/ Consulting	34 19.0%	10 11.0%	9 17.0%	27 24.5%	10 11.6%	10 18.5%	2 8.3%	4 8.0%
Health Care/ Pharmaceutical	21 11.7%	8 8.8%	0 0.0%	10 9.1%	6 7.0%	6 11.1%	4 16.7%	1 2.0%

Appendix: Firm-level Descriptive Information

Ownership

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communi- cations Media	Mining Construc- tion	Trans- portation	Energy	Manufac- turing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consult- ing	Health- care Pharmac.
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
Public NYSE	84 24.5%	6 26.1%	6 24.0%	1 25.0%	0 0.0%	9 60.0%	18 34.0%	4 23.5%	6 13.0%	21 36.8%	1 11.1%	7 12.3%	5 17.9%
Public NASDAQ AMEX	24 7.0%	0 0.0%	1 4.0%	1 25.0%	0 0.0%	2 13.3%	5 9.4%	0 0.0%	5 10.9%	4 7.0%	0 0.0%	2 3.5%	3 10.7%
Private	226 65.9%	17 73.9%	18 72.0%	2 50.0%	4 100.0%	4 26.7%	30 56.6%	13 76.5%	35 76.1%	26 45.6%	8 88.9%	48 84.2%	18 64.3%
Nonprofit	9 2.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 10.5%	0 0.0%	0 0.0%	2 7.1%

Appendix: Firm-level Descriptive Information

Ownership

N=612	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
Public NYSE	29 24.8%	25 21.4%	16 28.6%	14 27.5%	2 1.6%	4 9.5%	9 17.3%	10 43.5%	32 58.2%	25 69.4%
Public NASDAQ AMEX	13 11.1%	3 2.6%	4 7.1%	4 7.8%	1 0.8%	2 4.8%	5 9.6%	2 8.7%	9 16.4%	4 11.1%
Private	75 64.1%	86 73.5%	34 60.7%	29 56.9%	115 94.3%	35 83.3%	35 67.3%	11 47.8%	13 23.6%	7 19.4%
Nonprofit	0 0.0%	3 2.6%	2 3.6%	4 7.8%	4 3.3%	1 2.4%	3 5.8%	0 0.0%	1 1.8%	0 0.0%

Appendix: Firm-level Descriptive Information

Ownership

N=612	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
Public NYSE	37 20.8%	34 38.2%	5 9.3%	4 3.6%	12 13.8%	15 27.8%	13 54.2%	34 69.4%
Public NASDAQ AMEX	13 7.3%	5 5.6%	3 5.6%	0 0.0%	2 2.3%	13 24.1%	3 12.5%	5 10.2%
Private	125 70.2%	47 52.8%	43 79.6%	103 93.6%	70 80.5%	24 44.4%	7 29.2%	10 20.4%
Nonprofit	3 1.7%	3 3.4%	3 5.6%	3 2.7%	3 3.4%	2 3.7%	1 4.2%	0 0.0%

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

N=612	Total	Industry Sector											
		Consumer Packaged Goods	Communications Media	Mining Construction	Transportation	Energy	Manufacturing	Retail Wholesale	Tech Software Biotech	Banking Finance Insur.	Consumer Services	Service Consulting	Health-care Pharmac.
Total	343 100.0%	25 7.3%	25 7.3%	4 1.2%	4 1.2%	15 4.4%	54 15.7%	17 5.0%	46 13.4%	57 16.6%	9 2.6%	57 16.6%	30 8.7%
Midwest U.S.	73 21.3%	8 33.3%	4 16.0%	0 0.0%	0 0.0%	4 26.7%	16 30.2%	2 12.5%	3 6.5%	21 36.8%	1 12.5%	10 18.2%	3 10.0%
South Atlantic U.S.	73 21.3%	2 8.3%	6 24.0%	2 50.0%	2 50.0%	1 6.7%	10 18.9%	4 25.0%	11 23.9%	11 19.3%	0 0.0%	12 21.8%	10 33.3%
Northeast U.S.	70 20.4%	3 12.5%	10 40.0%	2 50.0%	0 0.0%	2 13.3%	6 11.3%	3 18.8%	8 17.4%	13 22.8%	0 0.0%	14 25.5%	8 26.7%
Pacific U.S.	48 14.0%	6 25.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	7 13.2%	1 6.3%	17 37.0%	4 7.0%	2 25.0%	6 10.9%	3 10.0%
South Central U.S.	35 10.2%	3 12.5%	2 8.0%	0 0.0%	0 0.0%	4 26.7%	3 5.7%	4 25.0%	3 6.5%	3 5.3%	2 25.0%	8 14.5%	2 6.7%
Western Europe	20 5.8%	0 0.0%	1 4.0%	0 0.0%	1 25.0%	4 26.7%	5 9.4%	1 6.3%	2 4.3%	1 1.8%	1 12.5%	3 5.5%	1 3.3%
Mountain U.S.	12 3.5%	0 0.0%	1 4.0%	0 0.0%	0 0.0%	0 0.0%	3 5.7%	0 0.0%	0 0.0%	4 7.0%	2 25.0%	1 1.8%	1 3.3%
East Asia	5 1.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 5.7%	1 6.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.3%
Eastern Europe	3 0.9%	2 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Western Asia	2 0.6%	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%	0 0.0%	1 1.8%	0 0.0%
Central/Latin America	1 0.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 3.3%
Canada	1 0.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

N=612	Economic Sector				Sales Revenue					
	B2B Product	B2B Services	B2C Product	B2C Services	<\$25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion
Total	141 33.2%	148 34.8%	74 17.4%	62 14.6%	123 36.7%	43 12.8%	52 15.5%	23 6.9%	57 17.0%	37 11.0%
Midwest U.S.	25 21.0%	22 19.1%	10 17.9%	15 30.0%	24 19.7%	5 11.9%	16 30.8%	4 18.2%	13 23.2%	8 21.6%
South Atlantic U.S.	21 17.6%	27 23.5%	13 23.2%	11 22.0%	31 25.4%	13 31.0%	8 15.4%	3 13.6%	10 17.9%	6 16.2%
Northeast U.S.	19 16.0%	28 24.3%	13 23.2%	10 20.0%	21 17.2%	13 31.0%	11 21.2%	2 9.1%	15 26.8%	7 18.9%
Pacific U.S.	22 18.5%	11 9.6%	9 16.1%	5 10.0%	22 18.0%	4 9.5%	6 11.5%	3 13.6%	4 7.1%	7 18.9%
South Central U.S.	12 10.1%	14 12.2%	5 8.9%	4 8.0%	15 12.3%	2 4.8%	2 3.8%	6 27.3%	7 12.5%	3 8.1%
Western Europe	11 9.2%	5 4.3%	2 3.6%	2 4.0%	1 0.8%	1 2.4%	3 5.8%	4 18.2%	4 7.1%	4 10.8%
Mountain U.S.	4 3.4%	4 3.5%	1 1.8%	3 6.0%	4 3.3%	2 4.8%	5 9.6%	0 0.0%	1 1.8%	0 0.0%
East Asia	4 3.4%	0 0.0%	1 1.8%	0 0.0%	1 0.8%	1 2.4%	0 0.0%	0 0.0%	0 0.0%	2 5.4%
Eastern Europe	0 0.0%	2 1.7%	1 1.8%	0 0.0%	1 0.8%	0 0.0%	1 1.9%	0 0.0%	1 1.8%	0 0.0%
Western Asia	0 0.0%	1 0.9%	1 1.8%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	0 0.0%	1 1.8%	0 0.0%
Central/Latin America	0 0.0%	1 0.9%	0 0.0%	0 0.0%	1 0.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Canada	1 0.8%	0 0.0%	0 0.0%	0 0.0%	1 0.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

Appendix: Firm-level Descriptive Information

Where is your firm's headquarters?

N=612	Internet Sales %			Number of Employees				
	0%	1-10%	>10%	<100	100-999	1000-4999	5000-9999	10,000+
Total	180 55.0%	92 28.1%	55 16.8%	112 33.9%	89 27.0%	54 16.4%	25 7.6%	50 15.2%
Midwest U.S.	42 23.6%	21 23.3%	9 16.4%	21 19.1%	19 21.6%	12 22.6%	5 20.8%	12 25.0%
South Atlantic U.S.	39 21.9%	17 18.9%	13 23.6%	30 27.3%	20 22.7%	11 20.8%	5 20.8%	3 6.3%
Northeast U.S.	33 18.5%	18 20.0%	14 25.5%	20 18.2%	19 21.6%	12 22.6%	7 29.2%	10 20.8%
Pacific U.S.	18 10.1%	13 14.4%	12 21.8%	17 15.5%	10 11.4%	4 7.5%	4 16.7%	10 20.8%
South Central U.S.	26 14.6%	4 4.4%	3 5.5%	11 10.0%	6 6.8%	9 17.0%	2 8.3%	3 6.3%
Western Europe	9 5.1%	9 10.0%	1 1.8%	3 2.7%	3 3.4%	3 5.7%	1 4.2%	8 16.7%
Mountain U.S.	4 2.2%	5 5.6%	3 5.5%	5 4.5%	6 6.8%	1 1.9%	0 0.0%	0 0.0%
East Asia	3 1.7%	2 2.2%	0 0.0%	1 0.9%	2 2.3%	0 0.0%	0 0.0%	2 4.2%
Eastern Europe	2 1.1%	0 0.0%	0 0.0%	0 0.0%	2 2.3%	0 0.0%	0 0.0%	0 0.0%
Western Asia	0 0.0%	1 1.1%	0 0.0%	0 0.0%	1 1.1%	1 1.9%	0 0.0%	0 0.0%
Central/Latin America	1 0.6%	0 0.0%	0 0.0%	1 0.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Canada	1 0.6%	0 0.0%	0 0.0%	1 0.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%