



The **CMO** Survey[®]

Managing Marketing Technology, Growth, and Sustainability

Firm and Industry Breakout Report
Spring 2024

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ASSOCIATION



Managing Marketing Technology, Growth, and Sustainability

The 32nd Edition of The CMO Survey, Spring 2024

Survey Sample

- 2085 marketing leaders at U.S. for-profit companies; 292 responded for a 14% response rate—94% of respondents are VP-level or above.

Survey Administration

- The survey was in the field from February 6-March 5.

Survey Reports

- [The Topline Report](#) offers an aggregate view of survey results.
- [The Highlights and Insights Report](#) shares key survey metrics, trends, and insights over time.
- [The Firm and Industry Breakout Report](#) displays survey results by sectors, headcount, and sales.

Overview of The CMO Survey[®]

- **Mission:** To collect and disseminate the opinions of marketing leaders in order to predict the future of markets, track marketing excellence, and improve the value of marketing in organizations and society.
- **Administration:** Founded in 2008, The CMO Survey is administered twice a year. Questions repeat to observe trends over time and new questions are added to tap into marketing trends. The survey is an objective source of information about marketing and a non-commercial service dedicated to improving the field of marketing.
- **Sponsors:** Deloitte LLP, Duke University's Fuqua School of Business and the American Marketing Association. Sponsors support The CMO Survey with intellectual and financial resources. Survey data and participant lists are held in confidence and not shared with survey sponsors or any other parties.



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 **Topic 1: Macroeconomic Forecasts**

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

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
3=More	121 43.7%	46 43.4%	32 47.8%	27 40.9%	16 42.1%	42 42.9%	32 40.0%	23 50.0%	15 50.0%	7 46.7%	46 45.1%	73 42.4%
2=No Change	86 31.0%	37 34.9%	15 22.4% d	18 27.3%	16 42.1% b	37 37.8%	21 26.3%	12 26.1%	8 26.7%	4 26.7%	30 29.4%	55 32.0%
1=Less	70 25.3%	23 21.7%	20 29.9%	21 31.8%	6 15.8%	19 19.4% b	27 33.8% a	11 23.9%	7 23.3%	4 26.7%	26 25.5%	44 25.6%
Mean	2.18	2.22	2.18	2.09	2.26	2.23	2.06	2.26	2.27	2.20	2.20	2.17

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

 **Topic 1: Macroeconomic Forecasts**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
3=More	14 50.0%	6 42.9%	10 40.0%	1 33.3%	5 71.4%	6 66.7%	9 37.5%	6 31.6%	10 37.0%	2 66.7%	6 30.0%	4 44.4%	25 54.3%	4 30.8%	11 39.3%
2=No Change	5 17.9% bhk	7 50.0% a	7 28.0%	2 66.7%	2 28.6%	1 11.1%	6 25.0%	9 47.4% a	10 37.0%	1 33.3%	9 45.0% a	2 22.2%	13 28.3%	4 30.8%	8 28.6%
1=Less	9 32.1%	1 7.1% g	8 32.0%	0 0.0%	0 0.0%	2 22.2%	9 37.5% b	4 21.1%	7 25.9%	0 0.0%	5 25.0%	3 33.3%	8 17.4%	5 38.5%	9 32.1%
Mean	2.18	2.36	2.08	2.33	2.71 kn	2.44	2.00	2.11	2.11	2.67	2.05 e	2.11	2.37	1.92 e	2.07

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

 **Topic 1: Macroeconomic Forecasts**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
3=More	10 34.5%	11 57.9%	13 36.1%	23 44.2%	9 47.4%	37 48.7%	16 38.1%	12 38.7%	6 35.3%	18 33.3%	13 56.5%	17 41.5%	12 54.5%	16 57.1%	27 44.3%
2=No Change	13 44.8%	5 26.3%	13 36.1%	14 26.9%	7 36.8%	21 27.6%	11 26.2%	11 35.5%	6 35.3%	20 37.0%	6 26.1%	16 39.0%	6 27.3%	7 25.0%	14 23.0%
1=Less	6 20.7%	3 15.8%	10 27.8%	15 28.8%	3 15.8%	18 23.7%	15 35.7%	8 25.8%	5 29.4%	16 29.6%	4 17.4%	8 19.5%	4 18.2%	5 17.9%	20 32.8%
Mean	2.14	2.42	2.08	2.15	2.32	2.25	2.02	2.13	2.06	2.04	2.39	2.22	2.36	2.39	2.11

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

 **Topic 1: Macroeconomic Forecasts**

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

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
N	278	107	67	66	38	99	80	46	30	15	103	172
Mean	66.97	67.31	63.84	67.17	71.20	66.86	65.88	66.76	69.40	66.40	67.45	67.13
SD	15.14	14.06	16.37	16.27	13.06	16.34	15.26	15.16	12.61	14.93	14.28	15.42
			d		b							

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	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	28	14	25	3	7	9	24	19	27	4	20	9	46	13	28
Mean	65.57	66.07	64.04	73.33	67.43	69.56	67.63	63.16	72.43	58.75	67.23	74.11	67.20	59.85	67.29
SD	13.10	14.03	18.92	20.82	18.61	13.57	14.11	17.34	14.24	8.54	19.89	7.72	14.61	13.85	13.04
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Rate your optimism about the U.S. economy on a scale from 0-100 with 0 being the least optimistic.

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	29	19	36	53	19	76	42	31	17	55	23	41	22	28	61
Mean	63.20	70.21	67.20	64.33	67.89	69.30	66.69	64.57	69.12	65.63	66.30	65.44	71.14	70.50	66.97
SD	17.98	14.92	16.10	16.21	15.48	12.28	15.89	19.96	9.88	16.72	14.48	15.83	11.37	11.27	14.69
	f			f		ad									

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

 **Topic 1: Macroeconomic Forecasts**

Are current inflationary pressures impacting marketing spending levels in your company?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Yes, inflationary pressures are increasing marketing spending levels	49 17.6%	18 16.8%	13 19.4%	11 16.7%	7 18.4%	15 15.2%	16 20.0%	8 17.4%	6 20.0%	2 13.3%	23 22.3%	26 15.1%
Yes, inflationary pressures are decreasing marketing spending levels	125 45.0%	44 41.1%	33 49.3%	28 42.4%	20 52.6%	43 43.4%	38 47.5%	22 47.8%	13 43.3%	6 40.0%	43 41.7%	80 46.5%
No	104 37.4%	45 42.1%	21 31.3%	27 40.9%	11 28.9%	41 41.4%	26 32.5%	16 34.8%	11 36.7%	7 46.7%	37 35.9%	66 38.4%

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 **Topic 1: Macroeconomic Forecasts**

Are current inflationary pressures impacting marketing spending levels in your company?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes, inflationary pressures are increasing marketing spending levels	7 25.0%	2 14.3%	3 12.0%	0 0.0%	2 28.6%	1 11.1%	5 20.8%	2 10.5%	2 7.4%	2 50.0%	4 20.0%	2 22.2%	9 19.6%	2 15.4%	5 17.9%
Yes, inflationary pressures are decreasing marketing spending levels	14 50.0%	8 57.1%	15 60.0%	1 33.3%	2 28.6%	5 55.6%	12 50.0%	9 47.4%	10 37.0%	1 25.0%	9 45.0%	4 44.4%	17 37.0%	6 46.2%	11 39.3%
No	7 25.0%	4 28.6%	7 28.0%	2 66.7%	3 42.9%	3 33.3%	7 29.2%	8 42.1%	15 55.6%	1 25.0%	7 35.0%	3 33.3%	20 43.5%	5 38.5%	12 42.9%

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 **Topic 1: Macroeconomic Forecasts**

Are current inflationary pressures impacting marketing spending levels in your company?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes, inflationary pressures are increasing marketing spending levels	9 31.0%	4 21.1%	4 11.1%	7 13.2%	3 15.8%	14 18.4%	8 19.0%	8 25.8% bd	0 0.0% acF	13 23.6% bd	1 4.3% acf	5 12.2% f	8 36.4% Bdeh	5 17.9%	9 14.8% f
Yes, inflationary pressures are decreasing marketing spending levels	11 37.9%	9 47.4%	14 38.9%	29 54.7%	6 31.6%	34 44.7%	19 45.2%	13 41.9%	10 58.8%	21 38.2%	11 47.8%	19 46.3%	9 40.9%	15 53.6%	27 44.3%
No	9 31.0%	6 31.6%	18 50.0%	17 32.1%	10 52.6%	28 36.8%	15 35.7%	10 32.3%	7 41.2%	21 38.2%	11 47.8%	17 41.5%	5 22.7%	8 28.6%	25 41.0%

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 **Topic 2: Monitoring Customers and Partners**

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

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
1=1st Priority	50 18.5%	13 12.6%	14 21.5%	15 23.1%	8 21.1%	13 13.7% E	15 19.2% E	6 13.0% E	7 24.1%	8 53.3% ABC	17 16.7%	33 19.8%
2=2nd Priority	26 9.6%	10 9.7%	2 3.1% D	7 10.8%	7 18.4% B	4 4.2% bD	10 12.8% a	4 8.7%	6 20.7% A	1 6.7%	7 6.9%	18 10.8%
3=3rd Priority	42 15.5%	18 17.5%	10 15.4%	10 15.4%	4 10.5%	13 13.7%	13 16.7%	9 19.6%	4 13.8%	1 6.7%	14 13.7%	28 16.8%
Mean	1.93	2.12	1.85	1.84	1.79	2.00 e	1.95 e	2.16 e	1.82	1.30 abc	1.92	1.94

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	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	4 14.3% N	2 15.4% n	5 20.8% N	0 0.0% n	1 14.3% n	2 22.2% n	2 8.3% lNo	1 5.6% lNo	5 18.5% N	0 0.0% n	3 15.0% N	3 42.9% ghm	4 9.1% lNo	9 69.2% AbCdefGHI jKMo	9 32.1% ghmn
2=2nd Priority	5 17.9%	1 7.7%	3 12.5%	0 0.0%	0 0.0%	3 33.3% hkmm	2 8.3%	0 0.0% fj	3 11.1%	1 25.0% hk	0 0.0% fj	0 0.0%	3 6.8% f	0 0.0% f	5 17.9%
3=3rd Priority	3 10.7%	1 7.7%	5 20.8%	0 0.0%	1 14.3%	0 0.0%	3 12.5%	4 22.2%	8 29.6%	1 25.0%	3 15.0%	0 0.0%	5 11.4%	3 23.1%	5 17.9%
Mean	1.92	1.75	2.00	---	2.00	1.60	2.14	2.60 n	2.19	2.50	2.00	1.00	2.08	1.50 h	1.79

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	6 22.2%	2 10.5%	6 17.6%	7 13.5%	3 15.8%	15 20.3%	11 26.2%	8 27.6% d	3 17.6%	8 14.5%	0 0.0% aegH	7 17.9% d	2 9.5%	5 17.9% d	17 27.9% D
2=2nd Priority	0 0.0% df	0 0.0%	3 8.8%	8 15.4% a	1 5.3%	11 14.9% a	3 7.1%	1 3.4% f	1 5.9%	7 12.7%	2 9.5%	3 7.7%	5 23.8% a	2 7.1%	5 8.2%
3=3rd Priority	3 11.1%	5 26.3%	4 11.8%	11 21.2%	2 10.5%	11 14.9%	6 14.3%	7 24.1%	1 5.9%	6 10.9%	5 23.8%	5 12.8%	3 14.3%	5 17.9%	10 16.4%
Mean	1.67	2.43	1.85	2.15	1.83	1.89	1.75	1.94	1.60 d	1.90 d	2.71 bceh	1.87 d	2.10	2.00	1.78 d

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

 **Topic 2: Monitoring Customers and Partners**

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

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
1=1st Priority	93 34.3%	43 41.7%	18 27.7%	22 33.8%	10 26.3%	28 29.5%	25 32.1%	20 43.5%	10 34.5%	6 40.0%	30 29.4%	61 36.5%
2=2nd Priority	49 18.1%	23 22.3% D	10 15.4% d	15 23.1% D	1 2.6% AbC	25 26.3% d	12 15.4%	7 15.2%	2 6.9% a	2 13.3%	21 20.6%	28 16.8%
3=3rd Priority	38 14.0%	12 11.7%	12 18.5%	11 16.9%	3 7.9%	12 12.6%	11 14.1%	6 13.0%	6 20.7%	2 13.3%	19 18.6%	19 11.4%
Mean	1.69	1.60	1.85	1.77	1.50	1.75	1.71	1.58	1.78	1.60	1.84	1.61

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Topic 2: Monitoring Customers and Partners

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	6 21.4% bceJ	7 53.8% ao	12 50.0% ano	1 33.3%	5 71.4% afknO	1 11.1% ej	10 41.7% j	7 38.9% j	10 37.0% j	4 100.0% AfghiKlmN O	5 25.0% eJ	2 28.6% j	15 34.1% j	2 15.4% ceJ	5 17.9% bcEJ
2=2nd Priority	1 3.6% clmo	2 15.4%	6 25.0% a	0 0.0%	0 0.0%	2 22.2%	4 16.7%	4 22.2%	4 14.8%	0 0.0%	3 15.0%	2 28.6% a	10 22.7% a	2 15.4%	8 28.6% a
3=3rd Priority	5 17.9%	2 15.4%	3 12.5%	0 0.0%	1 14.3%	3 33.3% n	2 8.3%	4 22.2%	4 14.8%	0 0.0%	3 15.0%	0 0.0%	7 15.9%	0 0.0% f	4 14.3%
Mean	1.92	1.55	1.57 f	1.00	1.33	2.33 cg	1.50 f	1.80	1.67	1.00	1.82	1.50	1.75	1.50	1.94

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	10 37.0%	9 47.4%	11 32.4%	19 36.5%	10 52.6%	21 28.4%	9 21.4%	11 37.9%	7 41.2%	24 43.6%	8 38.1%	17 43.6%	6 28.6%	11 39.3%	9 14.8%
		g			fg	e	be	h	h	H	h	H		h	abCdEg
2=2nd Priority	5 18.5%	5 26.3%	6 17.6%	14 26.9%	2 10.5%	8 10.8%	9 21.4%	5 17.2%	4 23.5%	12 21.8%	2 9.5%	8 20.5%	3 14.3%	4 14.3%	11 18.0%
				f		d									
3=3rd Priority	3 11.1%	2 10.5%	6 17.6%	3 5.8%	3 15.8%	14 18.9%	7 16.7%	4 13.8%	2 11.8%	6 10.9%	3 14.3%	5 12.8%	2 9.5%	5 17.9%	11 18.0%
				f		d									
Mean	1.61	1.56	1.78	1.56	1.53	1.84	1.92	1.65	1.62	1.57 H	1.62	1.60 h	1.64	1.70	2.06 Ce

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

 **Topic 2: Monitoring Customers and Partners**

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

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
1=1st Priority	26 9.6%	15 14.6% bd	2 3.1% ac	9 13.8% bd	0 0.0% ac	12 12.6% d	6 7.7%	6 13.0% d	0 0.0% ac	0 0.0%	16 15.7% B	10 6.0% A
2=2nd Priority	32 11.8%	19 18.4% bd	4 6.2% a	8 12.3%	1 2.6% a	6 6.3%	10 12.8%	7 15.2%	4 13.8%	2 13.3%	13 12.7%	19 11.4%
3=3rd Priority	28 10.3%	11 10.7%	7 10.8%	8 12.3%	2 5.3%	11 11.6%	8 10.3%	4 8.7%	3 10.3%	1 6.7%	7 6.9%	20 12.0%
Mean	2.02	1.91	2.38	1.96	2.67	1.97	2.08	1.88	2.43	2.33	1.75 B	2.20 A

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

 **Topic 2: Monitoring Customers and Partners**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	0 0.0% cHm	0 0.0% h	5 20.8% ao	0 0.0%	0 0.0%	1 11.1%	3 12.5%	5 27.8% AbnO	2 7.4%	0 0.0%	1 5.0%	0 0.0%	9 20.5% ao	0 0.0% h	0 0.0% cHm
2=2nd Priority	0 0.0% Cgim	1 7.7%	6 25.0% Ak	0 0.0%	1 14.3%	0 0.0%	5 20.8% ak	2 11.1%	6 22.2% ak	0 0.0%	0 0.0% cgi	1 14.3%	7 15.9% a	1 7.7%	2 7.1%
3=3rd Priority	2 7.1%	3 23.1% hk	6 25.0% ghiko	1 33.3% hk	2 28.6% hiko	0 0.0%	1 4.2% c	0 0.0% bcde	1 3.7% ce	0 0.0%	0 0.0% bcdem	0 0.0%	8 18.2% k	2 15.4%	1 3.6% ce
Mean	3.00	2.75 gHi	2.06 h	3.00	2.67 H	1.00	1.78 b	1.29 BcEiNo	1.89 bh	---	1.00	2.00	1.96	2.67 H	2.33 h

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

 **Topic 2: Monitoring Customers and Partners**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	1 3.7%	2 10.5%	3 8.8%	7 13.5%	0 0.0%	5 6.8%	8 19.0%	2 6.9%	2 11.8%	5 9.1%	1 4.8%	5 12.8%	1 4.8%	0 0.0%	10 16.4%
2=2nd Priority	4 14.8%	3 15.8%	2 5.9%	3 5.8%	1 5.3%	5 6.8%	12 28.6%	3 10.3%	2 11.8%	5 9.1%	2 9.5%	5 12.8%	0 0.0%	5 17.9%	10 16.4%
3=3rd Priority	3 11.1%	3 15.8%	3 8.8%	2 3.8%	4 21.1%	7 9.5%	5 11.9%	1 3.4%	3 17.6%	4 7.3%	3 14.3%	5 12.8%	2 9.5%	5 17.9%	5 8.2%
Mean	2.25	2.13	2.00	1.58 E	2.80 Dg	2.12	1.88 e	1.83	2.14	1.93	2.33	2.00	2.33	2.50 h	1.80 g

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

 **Topic 2: Monitoring Customers and Partners**

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

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
1=1st Priority	31 11.4%	10 9.7% bc	15 23.1% aC	0 0.0% aBD	6 15.8% C	9 9.5%	11 14.1%	6 13.0%	5 17.2%	0 0.0%	13 12.7%	18 10.8%
2=2nd Priority	70 25.8%	19 18.4% B	26 40.0% Ac	14 21.5% b	11 28.9%	26 27.4%	23 29.5%	11 23.9%	5 17.2%	4 26.7%	23 22.5%	47 28.1%
3=3rd Priority	52 19.2%	28 27.2% b	8 12.3% a	11 16.9%	5 13.2%	20 21.1%	14 17.9%	9 19.6%	4 13.8%	4 26.7%	21 20.6%	30 18.0%
Mean	2.14	2.32 B	1.86 AC	2.44 BD	1.95 C	2.20	2.06	2.12	1.93	2.50	2.14	2.13

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

 **Topic 2: Monitoring Customers and Partners**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	6 21.4% c	2 15.4%	0 0.0% aDfk	1 33.3% C	0 0.0%	2 22.2% c	2 8.3%	2 11.1%	3 11.1%	0 0.0%	5 25.0% c	1 14.3%	4 9.1%	1 7.7%	2 7.1%
2=2nd Priority	13 46.4% ceghlo	4 30.8%	4 16.7% a	2 66.7% el	0 0.0% ad	3 33.3%	4 16.7% a	3 16.7% a	8 29.6%	1 25.0%	7 35.0%	0 0.0% ad	11 25.0%	5 38.5%	5 17.9% a
3=3rd Priority	1 3.6% giJIO	2 15.4% j	0 0.0% fghiJklmnO	0 0.0%	1 14.3%	2 22.2% c	6 25.0% ac	4 22.2% c	6 22.2% acj	3 75.0% AbCikM	4 20.0% cj	2 28.6% ac	7 15.9% cJ	3 23.1% c	10 35.7% AC
Mean	1.75 gJO	2.00	2.00	1.67 j	3.00	2.00	2.33 a	2.22	2.18	2.75 Ad	1.94 o	2.33	2.14	2.22	2.47 Ak

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

 **Topic 2: Monitoring Customers and Partners**

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

	Sales Revenue						Number of Employees								
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	5 18.5%	1 5.3%	6 17.6%	4 7.7%	0 0.0%	10 13.5%	5 11.9%	4 13.8% g	0 0.0%	8 14.5% g	3 14.3% g	2 5.1% h	2 9.5%	0 0.0% acdh	12 19.7% eg
2=2nd Priority	5 18.5%	6 31.6%	10 29.4%	12 23.1%	7 36.8% g	23 31.1% g	5 11.9% ef	7 24.1% g	4 23.5%	13 23.6% g	5 23.8%	7 17.9% G	7 33.3%	14 50.0% acEH	13 21.3% G
3=3rd Priority	5 18.5%	1 5.3%	9 26.5%	14 26.9%	4 21.1%	12 16.2%	6 14.3%	6 20.7%	5 29.4% h	13 23.6% h	3 14.3%	10 25.6% h	4 19.0%	5 17.9%	6 9.8% bce
Mean	2.00	2.00	2.12	2.33	2.36	2.04	2.06	2.12	2.56 H	2.15	2.00	2.42 H	2.15	2.26 h	1.81 BEg

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

 **Topic 2: Monitoring Customers and Partners**

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

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
1=1st Priority	44 16.2%	14 13.6%	14 21.5%	6 9.2% d	10 26.3% c	24 25.3% Ce	13 16.7% c	2 4.3% Ab	4 13.8%	0 0.0% a	20 19.6%	24 14.4%
2=2nd Priority	38 14.0%	18 17.5% C	13 20.0% C	1 1.5% ABD	6 15.8% C	12 12.6%	12 15.4%	8 17.4%	4 13.8%	2 13.3%	18 17.6%	19 11.4%
3=3rd Priority	45 16.6%	13 12.6%	13 20.0%	12 18.5%	7 18.4%	16 16.8%	15 19.2%	6 13.0%	5 17.2%	3 20.0%	14 13.7%	31 18.6%
Mean	2.01	1.98	1.98	2.32	1.87	1.85	2.05	2.25	2.08	2.60	1.88	2.09

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

 **Topic 2: Monitoring Customers and Partners**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	11 39.3% bCino	0 0.0% ak	0 0.0% AfghKm	0 0.0%	1 14.3%	2 22.2% c	4 16.7% c	3 16.7% c	3 11.1% a	0 0.0%	6 30.0% bC	0 0.0%	8 18.2% c	1 7.7% a	4 14.3% a
2=2nd Priority	5 17.9% co	3 23.1% co	0 0.0% abDegiJln	1 33.3% CO	2 28.6% cO	1 11.1%	5 20.8% co	2 11.1%	5 18.5% co	2 50.0% CmO	2 10.0%	2 28.6% cO	5 11.4% j	3 23.1% co	0 0.0% abDEgiJLn
3=3rd Priority	5 17.9%	2 15.4%	4 16.7%	1 33.3%	1 14.3%	2 22.2%	3 12.5%	2 11.1%	3 11.1%	0 0.0%	5 25.0%	3 42.9%	6 13.6%	2 15.4%	6 21.4%
Mean	1.71 1	2.40	3.00	2.50	2.00	2.00	1.92	1.86	2.00	2.00	1.92	2.60 a	1.89	2.17	2.20

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

 **Topic 2: Monitoring Customers and Partners**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	2 7.4%	3 15.8%	5 14.7%	11 21.2%	3 15.8%	13 17.6%	7 16.7%	3 10.3% f	1 5.9% f	8 14.5% f	3 14.3%	7 17.9%	8 38.1% abcH	7 25.0%	7 11.5% F
2=2nd Priority	3 11.1%	0 0.0% ce	8 23.5% b	7 13.5%	5 26.3% b	11 14.9%	4 9.5%	2 6.9% d	2 11.8%	9 16.4%	7 33.3% agh	6 15.4%	2 9.5%	2 7.1% d	8 13.1% d
3=3rd Priority	7 25.9%	5 26.3%	3 8.8%	9 17.3%	2 10.5%	14 18.9%	4 9.5%	5 17.2%	4 23.5%	12 21.8%	2 9.5%	7 17.9%	1 4.8%	3 10.7%	11 18.0%
Mean	2.42	2.25	1.88	1.93	1.90	2.03	1.80	2.20 f	2.43 F	2.14 F	1.92	2.00 f	1.36 aBCeH	1.67	2.15 F

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

 **Topic 2: Monitoring Customers and Partners**

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Customer experience

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
1=1st Priority	23 8.5%	6 5.8% C	1 1.5% C	13 20.0% AB	3 7.9%	7 7.4%	8 10.3%	5 10.9%	3 10.3%	0 0.0%	4 3.9% b	19 11.4% a
2=2nd Priority	53 19.6%	13 12.6% cD	10 15.4%	18 27.7% a	12 31.6% A	21 22.1%	11 14.1%	9 19.6%	7 24.1%	3 20.0%	20 19.6%	33 19.8%
3=3rd Priority	53 19.6%	16 15.5% D	14 21.5%	9 13.8% D	14 36.8% AC	19 20.0%	13 16.7%	10 21.7%	5 17.2%	4 26.7%	21 20.6%	32 19.2%
Mean	2.23	2.29 c	2.52 C	1.90 aBD	2.38 C	2.26	2.16	2.21	2.13	2.57	2.38	2.15

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

Topic 2: Monitoring Customers and Partners

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Customer experience

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	1 3.6% o	0 0.0% do	2 8.3%	1 33.3% bhkn	0 0.0%	1 11.1%	2 8.3%	0 0.0% do	3 11.1%	0 0.0%	0 0.0% do	1 14.3%	4 9.1% o	0 0.0% do	8 28.6% abhkmn
2=2nd Priority	4 14.3% k	2 15.4%	5 20.8%	0 0.0%	3 42.9% fi	0 0.0% ehk	4 16.7%	7 38.9% fi	1 3.7% EHKlo	0 0.0%	8 40.0% afIm	2 28.6% i	7 15.9% k	2 15.4%	7 25.0% i
3=3rd Priority	10 35.7% fho	3 23.1%	4 16.7%	1 33.3%	1 14.3%	0 0.0% a	7 29.2% o	1 5.6% a	5 18.5%	0 0.0%	4 20.0%	1 14.3%	11 25.0%	3 23.1%	2 7.1% ag
Mean	2.60 O	2.60 o	2.18	2.00	2.25	1.00	2.38 o	2.13	2.22	---	2.33 O	2.00	2.32 O	2.60 o	1.65 AbgKMn

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

 **Topic 2: Monitoring Customers and Partners**

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Customer experience

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	1 3.7%	2 10.5%	2 5.9%	4 7.7%	3 15.8%	10 13.5%	1 2.4%	1 3.4% d	1 5.9%	2 3.6% Dg	6 28.6% aCEh	1 2.6% Dg	2 9.5%	5 17.9% ce	5 8.2% d
2=2nd Priority	10 37.0% cd	4 21.1%	4 11.8% a	7 13.5% a	3 15.8%	16 21.6%	9 21.4%	10 34.5% cG	3 17.6%	8 14.5% a	3 14.3%	10 25.6% g	4 19.0%	1 3.6% Aeh	14 23.0% g
3=3rd Priority	5 18.5%	3 15.8%	8 23.5%	11 21.2%	3 15.8%	11 14.9%	12 28.6%	5 17.2%	2 11.8%	11 20.0%	4 19.0%	4 10.3%	6 28.6%	5 17.9%	16 26.2%
Mean	2.25	2.11	2.43	2.32	2.00	2.03 g	2.50 f	2.25	2.17	2.43 d	1.85 c	2.20	2.33	2.00	2.31

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

 **Topic 2: Monitoring Customers and Partners**

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Creating a positive impact on the world

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
1=1st Priority	4 1.5%	2 1.9%	1 1.5%	0 0.0%	1 2.6%	2 2.1%	0 0.0% e	1 2.2%	0 0.0%	1 6.7% b	2 2.0%	2 1.2%
2=2nd Priority	3 1.1%	1 1.0%	0 0.0%	2 3.1%	0 0.0%	1 1.1%	0 0.0% e	0 0.0%	1 3.4%	1 6.7% b	0 0.0%	3 1.8%
3=3rd Priority	13 4.8%	5 4.9%	1 1.5%	4 6.2%	3 7.9%	4 4.2%	4 5.1%	2 4.3%	2 6.9%	0 0.0%	6 5.9%	7 4.2%
Mean	2.45	2.38	2.00	2.67	2.50	2.29	3.00	2.33	2.67	1.50	2.50	2.42

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

 **Topic 2: Monitoring Customers and Partners**

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Creating a positive impact on the world

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
1=1st Priority	0 0.0% b	2 15.4% amo	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 4.2%	0 0.0%	1 3.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0% b	0 0.0%	0 0.0% b
2=2nd Priority	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.3%	0 0.0%	1 3.6%
3=3rd Priority	2 7.1%	0 0.0%	2 8.3%	0 0.0%	0 0.0%	2 22.2% iMo	2 8.3%	3 16.7% iMo	0 0.0% fh	0 0.0%	1 5.0%	1 14.3% m	0 0.0% FHI	0 0.0%	0 0.0% fh
Mean	3.00	1.00	3.00	---	2.00	3.00	2.33	3.00	1.00	---	3.00	3.00	2.00	---	2.00

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

 **Topic 2: Monitoring Customers and Partners**

For this market, rank your customers' top three priorities (1, 2, 3) over the next 12 months: Creating a positive impact on the world

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
1=1st Priority	2 7.4% f	0 0.0%	1 2.9%	0 0.0%	0 0.0%	0 0.0%	1 2.4%	0 0.0%	3 17.6% aCEgH	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.6% B
2=2nd Priority	0 0.0%	1 5.3%	1 2.9%	1 1.9%	0 0.0%	0 0.0%	0 0.0%	1 3.4%	1 5.9%	1 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
3=3rd Priority	1 3.7%	0 0.0%	1 2.9%	2 3.8%	1 5.3%	5 6.8%	2 4.8%	1 3.4%	0 0.0%	3 5.5%	1 4.8%	3 7.7%	3 14.3% g	0 0.0% f	2 3.3%
Mean	1.67	2.00	2.00	2.67	3.00	3.00	2.33	2.50	1.25 C	2.75 B	3.00	3.00	3.00	---	2.33

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

 **Topic 2: Monitoring Customers and Partners**

Will you use a channel or go directly to market?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Uses channel partners	171 58.6%	75 67.6% bd	34 48.6% a	42 61.8%	20 46.5% a	59 57.3%	49 59.8%	27 56.3%	18 56.3%	8 53.3%	61 57.5%	107 58.5%
Does not use channel partners	121 41.4%	36 32.4% bd	36 51.4% a	26 38.2%	23 53.5% a	44 42.7%	33 40.2%	21 43.8%	14 43.8%	7 46.7%	45 42.5%	76 41.5%

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

 **Topic 2: Monitoring Customers and Partners**

Will you use a channel or go directly to market?

N

	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Uses channel partners	21 65.6% K	7 50.0%	17 65.4% K	2 50.0%	3 37.5%	3 33.3%	12 50.0%	11 57.9% k	19 70.4% K	4 80.0%	5 23.8%	7 70.0% k	28 60.9% K	10 71.4% K	20 64.5% K
Does not use channel partners	11 34.4% K	7 50.0%	9 34.6% K	2 50.0%	5 62.5%	6 66.7%	12 50.0%	8 42.1% k	8 29.6% K	1 20.0%	16 76.2%	3 30.0% k	18 39.1% K	4 28.6% K	11 35.5% K

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

 **Topic 2: Monitoring Customers and Partners**

Will you use a channel or go directly to market?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Uses channel partners	12 38.7% dfg	10 50.0%	21 55.3%	36 66.7% a	11 55.0%	49 61.3% a	28 65.1% a	16 48.5%	12 60.0%	35 61.4%	14 60.9%	24 57.1%	13 54.2%	21 70.0%	36 57.1%
Does not use channel partners	19 61.3% dfg	10 50.0%	17 44.7%	18 33.3% a	9 45.0%	31 38.8% a	15 34.9% a	17 51.5%	8 40.0%	22 38.6%	9 39.1%	18 42.9%	11 45.8%	9 30.0%	27 42.9%

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

 **Topic 3: Marketing Budgets**

Marketing expenses account for what percent of your company's overall budget?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	166	64	42	38	22	63	51	25	16	10	60	105
Mean	10.22	8.73	8.51	14.27	10.82	8.57	8.28	10.67	16.92	18.83	7.83	11.51
SD	9.41	7.09	8.26	11.64	11.44	7.25	8.59	10.89	12.87	7.54	8.00	9.94
		C	c	Ab		DE	DE	e	AB	ABc	b	a

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

 **Topic 3: Marketing Budgets**

Marketing expenses account for what percent of your company's overall budget?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	12	11	17	2	4	7	11	10	15	4	15	6	30	9	12
Mean	13.28	11.61	17.51	2.00	7.75	1.93	10.94	8.84	7.85	4.00	10.70	8.59	9.76	4.23	13.56
SD	10.43	9.62	11.99	0.00	6.90	1.43	11.35	9.71	7.56	4.08	8.95	13.35	5.88	3.59	11.65
	fn	fn	FijMN			abCkMo			c	c	f		CFn	abCmo	fn

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

 **Topic 3: Marketing Budgets**

Marketing expenses account for what percent of your company's overall budget?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	21	14	27	36	9	36	23	24	13	43	14	18	10	15	29
Mean	15.56	12.17	10.21	9.47	7.30	7.17	11.25	16.88	10.38	9.14	14.12	6.93	6.45	6.61	9.55
SD	9.13	9.02	10.31	8.98	8.46	6.58	11.90	9.37	8.41	9.50	9.45	6.65	6.00	5.13	11.15
	deF	f		a	a	Ab		bCEFGH	a	A	efg	Ad	Ad	Ad	a

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

 **Topic 3: Marketing Budgets**

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

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	169	64	45	38	22	62	55	25	16	11	63	105
Mean	10.07	9.41	6.27	14.13	12.74	8.13	8.40	7.93	19.67	20.21	7.57	11.49
SD	14.52	13.44	10.85	16.40	18.84	11.93	15.32	8.76	19.72	18.11	11.74	15.87
			c	b		DE	de	dE	Abc	AbC		

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

 **Topic 3: Marketing Budgets**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	14	12	18	2	4	6	12	10	14	4	15	5	31	8	13
Mean	12.33	17.89	18.46	2.00	8.50	9.38	8.37	14.68	1.75	1.02	5.77	12.51	11.77	1.89	5.58
SD	16.43	20.81	18.71	0.00	7.33	19.74	14.99	18.89	2.59	0.78	6.01	21.28	13.50	2.28	6.68
	i	lkn	lkno		In			i	aBCEhkM		bci		In	bcem	c

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

 **Topic 3: Marketing Budgets**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	21	13	28	38	11	34	23	25	13	41	16	19	10	15	30
Mean	19.55	14.55	12.00	9.87	4.45	4.71	7.77	22.73	10.92	8.55	12.97	4.49	1.96	8.83	6.52
SD	18.32	17.04	16.11	15.34	4.82	8.86	11.55	19.21	14.55	12.91	16.22	4.77	1.73	16.74	10.42
	deFg	f	f	a	a	Abc	a	CEFGH		A	ef	Ad	Ad	a	A

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

 **Topic 3: Marketing Budgets**

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

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Overall marketing spending	182 2.51 15.90	73 3.34 17.47	46 1.81 14.92	40 3.29 15.64	23 -0.12 13.40	66 4.64 15.81	59 0.73 15.68	28 1.66 14.37	17 6.38 20.81	11 -4.41 11.94	69 2.17 15.82	112 2.72 16.08
Digital marketing spending	178 8.92 21.82	69 9.10 20.75	46 4.95 13.07	40 14.73 28.18	23 6.22 25.28	63 9.25 16.74	58 11.22 24.07	28 4.68 19.68	17 13.24 35.49	11 -0.23 10.56	66 8.56 19.64	111 9.19 23.18

c

b

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

 **Topic 3: Marketing Budgets**

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

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Overall marketing spending	15 9.17 21.34	12 2.36 14.93	19 -4.70 16.68	2 12.50 17.68	4 11.14 20.97	8 -7.96 15.57	13 4.69 14.31	10 4.96 19.25	18 5.44 13.27	4 2.50 21.02	15 4.77 17.43	6 3.50 7.23	33 1.16 16.08	9 2.33 11.43	13 1.00 9.09
Digital marketing spending	14 17.50 40.75	12 9.83 19.55	19 10.32 29.06	2 -3.50 4.95	4 25.50 49.68	8 5.63 7.29	12 12.75 12.35	9 8.00 25.98	18 8.89 13.78	4 26.25 17.02	15 3.93 16.06	6 6.67 10.80	32 5.45 15.90	9 9.44 15.21	13 3.46 20.60
			ai			i			cf						
						j			j	fikm	j		j		

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

 **Topic 3: Marketing Budgets**

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

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Overall marketing spending	21 9.29 12.77 fg	14 -0.48 19.90	29 1.48 17.05	39 3.28 16.32	11 7.64 11.56	40 0.48 15.80	26 -0.26 15.74 a	25 7.17 13.71 g	13 -0.58 16.41	45 3.62 16.88	16 2.69 14.99	22 5.81 16.43	11 2.45 20.16	16 -4.13 14.06 a	34 -0.30 15.04
Digital marketing spending	21 16.81 26.51 g	14 3.93 15.95	27 4.91 19.64	39 12.87 23.28	11 10.09 18.37	39 8.03 25.97	25 4.24 12.86 a	25 14.12 25.94	12 3.33 13.03 d	44 10.51 24.91	16 12.94 11.52 b	21 11.81 18.21	11 6.73 40.09	16 1.44 20.24	33 5.45 13.44

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

 **Topic 3: Marketing Budgets**

Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in each area. Be sure to report the level and direction of the change (e.g., -5%, 0%, 10%).

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Digital marketing spending	167 8.03 13.97	65 9.10 15.59	41 6.98 10.21	40 8.28 14.30	21 6.26 15.02	59 6.72 12.75	54 8.97 12.54	26 9.30 13.39	17 6.08 19.27	10 12.44 19.56	61 7.10 13.14	105 8.54 14.53
New product introductions	162 5.90 10.82	63 7.08 9.79	40 2.72 7.58	40 10.40 13.03	19 -0.79 10.31	57 5.84 9.83	53 7.98 11.62	26 4.42 11.24	16 4.06 12.68	9 3.33 5.00	60 6.32 12.21	101 5.71 10.01
		bD	aC	BD	AC							
Overall marketing spending	173 4.69 11.60	70 5.82 10.82	41 5.26 11.12	40 3.96 12.08	22 1.35 13.92	62 5.96 11.37	56 3.94 10.91	27 3.22 8.51	17 2.32 15.18	10 9.48 17.05	64 3.75 10.74	108 5.27 12.15
Customer experience spending	162 4.69 7.66	63 3.95 6.94	40 2.75 5.63	40 7.30 7.94	19 5.69 11.25	56 4.64 7.83	53 4.87 7.16	27 4.85 7.60	16 5.01 9.85	9 2.22 6.67	59 3.14 6.49	102 5.63 8.17
		c	C	aB							b	a
Brand building	167 3.91 10.24	66 4.62 10.52	41 1.78 8.01	40 4.92 10.98	20 3.91 11.89	58 5.01 11.02	55 2.94 10.63	27 4.28 9.06	16 1.76 10.30	10 4.70 6.73	61 2.64 10.55	105 4.68 10.07
Customer relationship management	161 3.87 7.29	62 3.88 7.55	40 2.53 5.52	40 5.37 7.99	19 3.51 8.10	56 3.88 7.27	53 4.01 7.26	26 4.68 7.36	16 4.38 9.46	9 0.11 0.33	59 3.10 7.82	101 4.36 6.99
New service introductions	161 2.87 6.08	62 2.30 4.99	40 3.87 6.61	40 3.20 5.76	19 1.97 8.55	56 2.59 5.61	53 3.48 5.91	26 1.92 6.07	16 3.36 8.88	9 3.33 5.00	59 2.03 5.98	101 3.40 6.13
Traditional advertising spending	166 -2.11 8.96	65 -2.67 9.36	41 -2.17 8.14	40 -0.45 8.87	20 -3.50 9.61	58 -0.99 7.78	54 -2.65 8.86	27 -2.74 9.89	17 -4.48 11.32	9 0.00 10.00	61 -4.53 9.69	104 -0.52 8.06
											B	A

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

Topic 3: Marketing Budgets

Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in each area. Be sure to report the level and direction of the change (e.g., -5%, 0%, 10%).

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Digital marketing spending	12 13.82 19.92	12 11.45 16.34	18 8.83 12.51	2 2.50 10.61	4 -0.76 19.22	6 6.67 8.16	12 12.25 11.70	9 8.33 11.18	16 8.25 13.19	4 16.25 13.77	14 3.57 3.63	5 13.88 18.60	30 4.08 15.47	9 9.33 10.68	13 7.03 16.73
New product introductions	10 8.99 18.53	12 1.50 12.64	18 9.83 11.02	2 2.50 3.54	4 5.00 10.00	6 2.50 2.74	12 5.58 9.31	9 6.89 14.72	15 5.07 5.09	4 5.00 7.07	14 4.64 7.46	4 -2.50 15.55	29 7.65 10.63	9 5.22 8.17	13 5.92 13.32
Overall marketing spending	13 8.44 13.81	12 6.58 13.62	19 4.93 12.30	2 0.00 7.07	4 -3.32 15.26	6 -0.83 11.14	13 8.15 14.09	9 4.78 8.54	16 8.06 8.18	4 6.25 18.43	14 6.06 9.04	5 6.98 16.77	33 3.32 11.94	9 0.56 8.46	13 0.77 8.56
Customer experience spending	10 5.31 11.50	12 5.59 10.64	19 4.53 6.82	2 7.50 10.61	4 7.01 14.03	6 5.00 8.37	11 8.00 9.65	9 0.23 7.67	15 2.33 3.94	4 3.75 4.79	14 3.43 4.11	4 6.25 6.29	29 4.55 7.20	9 7.78 7.95	13 5.00 6.77
Brand building	11 5.39 14.40	12 3.17 11.13	19 4.29 11.14	2 2.50 3.54	4 1.25 2.50	6 2.50 2.74	12 6.33 7.04	9 6.41 17.26	15 4.76 9.05	4 1.25 8.54	14 2.00 8.67	5 3.00 8.37	31 3.21 10.27	9 0.78 11.31	13 6.50 10.95
Customer relationship management	10 8.27 13.97	12 4.64 9.00	18 4.94 7.17	2 7.50 3.54	4 0.00 0.00	6 2.50 4.18	11 6.97 10.49	9 -0.49 7.89	15 2.13 3.07	4 7.50 6.45	14 3.50 4.59	4 2.50 2.89	29 2.83 6.21	9 5.00 8.43	13 3.46 5.16
New service introductions	10 5.75 8.66	12 3.58 9.71	18 2.86 6.23	2 5.00 7.07	4 0.00 0.00	6 1.67 2.58	11 3.04 7.91	9 0.00 5.00	15 2.47 3.54	4 3.75 4.79	14 5.75 6.78	4 -0.62 9.21	29 2.37 4.96	9 4.86 6.26	13 1.15 2.19
Traditional advertising spending	12 -0.83 9.96	12 -1.50 7.24	19 -1.53 9.92	2 0.00 7.07	4 -5.00 10.00	6 -8.33 10.33	12 -0.42 5.42	9 -6.23 11.95	16 -3.44 9.14	4 -6.25 4.79	14 0.71 6.46	4 -5.00 8.16	29 -1.46 8.81	9 -5.00 10.01	13 1.15 11.02

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

Topic 3: Marketing Budgets

Relative to the prior 12 months, by what percent do you expect your marketing budget to change in the next 12 months in each area. Be sure to report the level and direction of the change (e.g., -5%, 0%, 10%).

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Digital marketing spending	19 10.20 17.47	13 11.65 17.73	27 7.64 12.60	40 8.13 15.85	11 10.00 7.42	34 6.95 13.27	22 4.86 10.41	23 10.82 15.60	13 14.19 14.45	41 6.53 16.64	17 11.06 11.55	20 9.15 12.47	10 3.64 17.56	14 6.14 8.89	29 5.03 10.57
									h						b
New product introductions	19 5.79 6.72	13 9.23 9.09	27 5.37 15.25	37 5.03 8.70	11 6.82 5.60	33 3.69 11.91	21 8.95 11.98	23 7.96 10.57	13 6.54 9.44	40 5.57 12.71	16 4.69 6.18	19 4.84 10.32	9 6.89 16.14	14 3.21 6.96	28 6.82 11.45
Overall marketing spending	20 6.98 13.43	14 10.55 15.10	27 5.22 10.28	40 4.67 12.12	11 4.91 2.51	36 2.85 12.56	23 1.74 8.92	24 7.69 12.27	13 10.37 12.91	43 4.84 13.46	17 3.65 8.47	21 6.05 9.25	10 3.07 12.58	15 1.53 12.53	30 1.37 9.09
		g				b	h	h							ab
Customer experience spending	19 7.00 8.26	13 6.00 9.43	26 5.12 8.20	37 4.03 6.82	11 2.82 5.17	33 4.07 8.95	21 4.33 5.94	23 7.52 8.68	12 5.67 8.53	41 4.49 7.29	16 2.94 4.01	19 4.47 6.64	9 -0.99 7.19	14 7.15 11.41	28 3.96 6.32
							f	f				ac			
Brand building	19 3.21 8.65	13 1.02 12.92	27 3.80 10.81	39 4.63 9.19	11 5.91 6.25	35 4.08 12.62	21 3.69 9.39	23 2.22 7.77	13 4.62 6.91	42 4.27 12.24	16 4.50 7.21	20 7.47 10.50	10 1.32 12.69	14 4.16 12.55	29 2.39 9.47
Customer relationship management	19 8.20 9.35 cDf	13 7.06 9.97	26 3.08 4.26	37 2.92 5.25	11 3.18 5.13	33 2.47 8.85	21 3.38 6.71	23 7.21 9.18	12 3.83 5.31	40 3.54 6.40	16 3.19 6.52	19 4.00 4.90	9 1.11 10.24	14 4.38 10.44	28 2.54 6.18
			a	A		a	h								a
New service introductions	19 7.22 6.89 cdeFg	13 2.88 7.03	26 2.55 7.67	37 3.43 4.98	11 2.00 3.32	33 0.53 4.67	21 2.64 6.01	23 6.56 7.48	12 3.23 6.22	40 2.24 5.97	16 4.06 5.54	19 1.05 2.68	9 0.50 5.94	14 1.70 6.11	28 2.52 6.13
			a	af	a	Ad	a	cEfg		a	e	Ad	a	a	a
Traditional advertising spending	19 -0.74 7.59	13 -2.78 9.97	27 -2.26 8.61	38 -0.48 9.85	11 -0.45 7.89	34 -4.41 8.14	22 -3.45 10.11	23 -0.83 6.93	13 1.15 4.63	41 -1.10 10.09	17 -1.54 9.69	19 -3.90 10.02	10 -4.00 9.37	14 -3.21 6.39	29 -4.00 9.99

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

 **Topic 3: Marketing Budgets**

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
...of your marketing budget do you currently spend on social media?	171 11.02 12.11	67 7.33 8.62 CD	42 8.93 12.69 cd	40 16.16 12.12 Ab	22 16.87 15.14 Ab	63 9.41 11.90 d	56 11.61 11.96	25 10.24 9.88	17 17.30 17.05 a	10 9.10 6.76	63 7.07 6.04 B	107 13.41 14.09 A
...will you spend in the next 12 months?	171 12.24 12.51	67 8.67 9.28 CD	42 9.23 12.88 Cd	40 18.15 12.36 AB	22 18.12 15.09 Ab	63 10.38 12.13 d	56 13.73 12.57	25 10.48 10.70	17 18.62 16.67 a	10 9.10 6.76	63 8.17 6.89 B	107 14.72 14.37 A
...do you predict you will spend in five years?	170 16.29 14.73	67 12.11 12.51 CD	42 11.64 13.31 CD	39 24.88 14.83 AB	22 22.65 15.24 AB	63 14.27 14.40	56 17.62 14.05	25 16.73 17.23	16 21.08 16.47	10 12.80 9.95	63 12.71 12.48 b	106 18.52 15.60 a

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

Topic 3: Marketing Budgets

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
...of your marketing budget do you currently spend on social media?	11 14.14 13.88	11 19.23 17.26	18 18.00 14.15	2 14.00 15.56	4 10.50 9.33	7 8.57 5.56	12 8.50 8.83	9 6.89 5.30	17 3.65 3.95	4 5.00 0.00	15 13.17 16.67	6 6.33 6.92	31 8.60 10.96	9 11.89 12.03	14 12.32 11.28
	I	Im	ghIm	i	i	i	c	c	ABCdefknO		i		bc	i	I
...will you spend in the next 12 months?	11 16.06 14.21	11 20.09 17.33	18 21.46 12.84	2 14.00 15.56	4 10.50 8.35	7 9.29 6.73	12 8.67 8.77	9 7.67 6.04	17 5.12 5.52	4 5.50 1.00	15 13.86 16.95	6 6.83 6.65	31 9.98 11.39	9 13.56 12.99	14 12.26 12.30
	I	Im	fGHjIMo			c	C	C	ABCno	c	c	c	bC	i	ci
...do you predict you will spend in five years?	11 21.09 15.81	11 28.26 18.22	18 28.79 16.25	2 22.50 24.75	4 13.25 11.35	7 12.14 8.59	12 11.17 8.02	9 12.00 10.23	17 8.41 12.04	4 8.00 2.45	15 16.90 19.20	6 10.83 9.43	31 11.14 10.46	9 21.11 17.81	13 16.46 9.73
	im	fGhIjIM	fGHjIMo			bc	BC	bC	aBCn	bc		bc	aBCn	im	c

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

 **Topic 3: Marketing Budgets**

What percent of your marketing budget do you spend on social media? Now, 12 months, 5 years

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
...of your marketing budget do you currently spend on social media?	21 19.65 18.64 bcDF	14 7.00 6.47 ag	26 9.96 12.08 a	39 8.71 10.26 A	10 10.10 14.07	36 9.54 9.43 A	24 13.58 10.61 b	25 18.95 17.25 Cdeh	12 9.96 11.93	41 8.46 11.68 A	16 8.72 11.85 a	21 8.52 7.25 a	10 10.00 12.91	15 11.67 9.65	31 11.29 9.56 a
...will you spend in the next 12 months?	21 21.93 18.06 bcDF	14 8.79 7.20 a	26 10.74 12.42 a	39 9.73 11.41 A	10 11.26 14.09	36 10.74 9.76 A	24 14.46 10.99	25 21.14 17.06 CdEh	12 12.72 11.52	41 9.08 12.12 A	16 10.60 12.36 a	21 8.48 8.10 A	10 11.26 13.34	15 14.27 10.37	31 11.77 9.63 a
...do you predict you will spend in five years?	21 26.12 20.37 bcDf	14 13.71 9.89 a	26 13.78 13.98 a	38 12.26 10.94 Ag	10 15.93 17.55	36 15.25 12.79 a	24 20.50 15.84 d	25 24.86 19.77 Ce	12 17.92 11.57	40 11.01 12.42 Agh	16 14.27 14.79	21 12.38 9.21 a	10 14.90 14.53	15 20.00 13.36 c	31 17.90 14.99 c

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

 **Topic 4: Growth**

By what percent are revenues in your largest market growing or decreasing in size?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
N	242	96	61	56	29	87	73	39	25	15	91	149
Mean	12.05	10.33	17.92	7.71	13.72	12.68	10.53	5.92	23.24	16.13	12.52	11.92
SD	25.94	17.75	40.39	16.52	23.76	21.71	23.30	11.82	51.68	22.04	21.44	28.51
								de	c	c		

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

 **Topic 4: Growth**

By what percent are revenues in your largest market growing or decreasing in size?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	21	13	24	2	7	8	19	17	23	4	18	7	42	12	24
Mean	8.62	7.15	6.33	5.50	9.00	-1.00	14.63	18.71	12.78	-2.50	35.61	16.71	17.71	5.25	-0.71
SD	15.47	16.05	16.12	7.78	20.66	17.16	29.35	28.27	18.98	6.45	64.23	18.22	16.09	9.07	10.95
	mo	m	kM			M	o	O	O	m	cO	O	abCFjnO	m	agHIKLM

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

 **Topic 4: Growth**

By what percent are revenues in your largest market growing or decreasing in size?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
N	25	18	33	49	16	62	37	29	14	51	20	37	16	23	52
Mean	31.88	14.33	7.88	13.35	7.06	7.66	9.68	26.93	20.36	10.73	7.80	11.11	9.69	5.26	8.83
SD	54.23	17.60	19.00	25.58	13.15	11.45	23.48	51.32	33.40	18.38	11.52	23.59	11.64	12.10	19.62
	cdFg		a	a		A	a	ch		a					a

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

 **Topic 4: Growth**

By what percent are your company's revenues in this market growing or decreasing?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
N	233	95	55	53	30	84	70	38	25	14	89	142
Mean	16.37	19.18	18.87	10.13	13.90	21.86	12.47	9.58	23.28	10.29	13.84	18.08
SD	30.90	30.35	44.37	19.92	12.54	31.48	26.99	14.15	53.80	19.31	22.60	35.24
						c		a				

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

 **Topic 4: Growth**

By what percent are your company's revenues in this market growing or decreasing?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	17	11	24	2	7	8	18	17	22	4	17	7	42	12	24
Mean	16.00	10.64	8.67	18.50	14.57	3.38	13.67	20.06	10.23	0.25	47.88	9.00	28.67	6.08	3.25
SD	19.46	18.44	22.52	20.51	15.35	15.15	14.13	27.30	19.70	7.32	69.05	20.27	36.67	10.08	12.78
	o		km				ko	o	km		cginO		cinO	km	aghKM

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

 **Topic 4: Growth**

By what percent are your company's revenues in this market growing or decreasing?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
N	21	18	32	47	16	61	36	26	11	51	20	37	15	22	51
Mean	45.57	32.00	13.22	16.17	11.19	7.34	13.00	39.42	36.91	18.02	9.35	9.86	9.67	8.68	11.29
SD	60.65	46.10	21.43	27.74	14.79	12.51	24.25	56.03	46.73	31.66	13.03	21.25	7.31	15.49	20.65
	CDeFG	F	A	Af	a	ABd	A	cdEfgH	dEfgH	a	ab	AB	ab	ab	AB

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

 **Topic 4: Growth**

Why is your company's growth performing better than the market?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Our strategy was effectively differentiated.	60.3%	66.0%	67.7%	48.1%	50.0%	67.3% e	60.0% e	61.9%	50.0%	22.2% ab	53.3%	64.6%
We have the right go-to-market capabilities.	54.8%	62.0% d	54.8%	59.3% d	27.8% ac	59.6%	48.6%	66.7%	37.5%	44.4%	57.8%	54.4%
Our strategy was well-executed.	49.2%	44.0%	51.6%	63.0%	38.9%	44.2%	48.6%	61.9%	50.0%	55.6%	48.9%	48.1%
We have the right talent for our strategy.	44.4%	46.0%	51.6%	33.3%	44.4%	51.9%	45.7%	33.3%	37.5%	33.3%	53.3%	40.5%
Our strategy was well-designed.	34.1%	34.0%	32.3%	37.0%	33.3%	38.5%	31.4%	28.6%	37.5%	33.3%	40.0%	30.4%
The market and competitive intelligence for our strategy were strong.	31.7%	38.0%	19.4%	33.3%	33.3%	30.8%	28.6%	42.9%	12.5%	33.3%	24.4%	36.7%
Our strategy was adequately funded.	24.6%	28.0%	9.7% d	25.9%	38.9% b	23.1% e	28.6%	9.5% e	25.0%	55.6% ac	26.7%	21.5%
We have the right Martech systems.	13.5%	8.0%	12.9%	18.5%	22.2%	11.5%	11.4%	19.0%	12.5%	22.2%	4.4% b	19.0% a

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

 **Topic 4: Growth**

Why is your company's growth performing better than the market?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Our strategy was effectively differentiated.	63.6%	100.0% cdjmo	50.0% b	0.0% bh	33.3%	50.0%	72.7%	81.8% djo	75.0%	0.0% bh	66.7%	66.7%	54.2% b	66.7%	38.5% bh
We have the right go-to-market capabilities.	54.5%	33.3%	75.0% lo	50.0%	33.3%	25.0%	63.6%	63.6%	62.5%	100.0%	33.3%	0.0% cm	70.8% lo	50.0%	30.8% cm
Our strategy was well-executed.	45.5%	50.0%	66.7%	50.0%	66.7%	50.0%	36.4%	45.5%	62.5%	0.0%	44.4%	66.7%	50.0%	33.3%	46.2%
We have the right talent for our strategy.	45.5%	66.7% c	8.3% beikmo	0.0%	66.7% c	50.0%	27.3%	36.4%	62.5% c	50.0%	55.6% c	33.3%	54.2% c	50.0%	46.2% c
Our strategy was well-designed.	36.4%	16.7%	33.3%	0.0%	66.7%	75.0%	27.3%	54.5%	12.5%	0.0%	33.3%	66.7%	37.5%	16.7%	30.8%
The market and competitive intelligence for our strategy were strong.	27.3%	50.0%	41.7%	50.0%	0.0%	25.0%	36.4%	27.3%	50.0%	0.0%	22.2%	66.7%	33.3%	0.0%	30.8%
Our strategy was adequately funded.	36.4%	0.0%	16.7%	50.0%	33.3%	50.0% k	36.4%	36.4%	25.0%	0.0%	0.0% f	0.0%	25.0%	16.7%	30.8%
We have the right Martech systems.	27.3%	33.3%	8.3% d	100.0% cgHiKMn	0.0%	0.0%	9.1% d	0.0% Do	12.5% d	0.0%	0.0% Do	0.0%	8.3% Do	0.0% d	38.5% hkm
Significance Tests Between Columns:	Lower case: p<.05		Upper case: p<.01												

 **Topic 4: Growth**

Why is your company's growth performing better than the market?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Our strategy was effectively differentiated.	76.9% f	37.5%	66.7%	65.5%	45.5%	42.3% ag	75.0% f	72.2% F	87.5% F	50.0%	83.3% f	61.5% f	12.5% ABdegh	63.6% f	60.0% f
We have the right go-to-market capabilities.	46.2%	62.5%	38.9% d	69.0% c	45.5%	42.3%	70.0%	50.0%	50.0%	58.3%	33.3%	61.5%	50.0%	45.5%	60.0%
Our strategy was well-executed.	23.1% g	62.5%	50.0%	51.7%	36.4%	50.0%	60.0% a	33.3%	75.0%	54.2%	33.3%	34.6%	75.0%	45.5%	60.0%
We have the right talent for our strategy.	53.8%	25.0%	50.0%	48.3%	27.3%	42.3%	50.0%	50.0%	37.5%	54.2% f	33.3%	38.5%	12.5% c	54.5%	48.0%
Our strategy was well-designed.	23.1%	37.5%	50.0%	31.0%	18.2%	26.9%	50.0%	33.3%	50.0%	33.3%	33.3%	30.8%	25.0%	18.2%	44.0%
The market and competitive intelligence for our strategy were strong.	23.1%	12.5%	33.3%	41.4%	18.2%	26.9%	45.0%	33.3%	0.0% h	33.3%	33.3%	34.6%	0.0% h	36.4%	44.0% bf
Our strategy was adequately funded.	0.0% cdf	12.5%	27.8% a	27.6% a	27.3%	34.6% a	25.0%	11.1% F	12.5% f	25.0% f	16.7%	26.9% f	75.0% AbceH	27.3%	20.0% F
We have the right Martech systems.	7.7%	12.5%	11.1%	10.3%	9.1%	23.1%	15.0%	11.1%	0.0%	20.8%	0.0%	3.8% h	25.0%	9.1%	24.0% e

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

 **Topic 4: Growth**

Why is your company's growth performing worse than the market?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Our strategy was underfunded	42.2%	53.3%	50.0%	30.0%	16.7%	44.4%	40.0%	66.7%	33.3%	25.0%	57.1%	29.2%
We do not have the right go-to-market capabilities	37.8%	33.3%	35.7%	60.0%	16.7%	11.1% b	65.0% ace	16.7% b	33.3%	0.0% b	38.1%	37.5%
Our strategy was not effectively differentiated	33.3%	26.7%	35.7%	30.0%	50.0%	33.3%	30.0%	33.3%	16.7%	75.0%	47.6%	20.8%
We do not have the right talent for our strategy	31.1%	33.3%	28.6%	30.0%	33.3%	33.3%	20.0%	50.0%	50.0%	25.0%	19.0%	41.7%
The market and competitive intelligence for our strategy were weak	28.9%	20.0%	21.4%	30.0%	66.7%	22.2%	30.0%	16.7%	16.7%	75.0%	14.3% b	41.7% a
Our strategy was not well-executed	17.8%	6.7%	28.6%	20.0%	16.7%	11.1%	20.0%	16.7%	16.7%	25.0%	19.0%	16.7%
We do not have the right Martech systems	15.6%	13.3%	14.3%	20.0%	16.7%	22.2%	10.0%	0.0%	33.3%	25.0%	9.5%	20.8%
Our strategy was not well-designed	8.9%	0.0%	21.4%	0.0%	16.7%	11.1%	10.0%	0.0%	16.7%	0.0%	9.5%	8.3%
Significance Tests Between Columns:	Lower case: p<.05		Upper case: p<.01									

 **Topic 4: Growth**

Why is your company's growth performing worse than the market?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Our strategy was underfunded	50.0%	66.7%	28.6%	0.0%	0.0%	0.0%	40.0%	66.7%	28.6%	0.0%	50.0%	0.0%	60.0%	50.0%	50.0%
We do not have the right go-to-market capabilities	50.0%	33.3%	85.7% ghm	0.0%	0.0%	100.0%	20.0% c	0.0% c	42.9%	0.0%	50.0%	0.0%	20.0% c	0.0%	25.0%
Our strategy was not effectively differentiated	0.0%	33.3%	28.6%	0.0%	0.0%	0.0%	60.0% i	33.3%	0.0% gn	0.0%	50.0%	0.0%	40.0%	100.0% i	50.0%
We do not have the right talent for our strategy	100.0%	33.3%	28.6%	0.0%	100.0%	100.0%	40.0%	33.3%	28.6%	0.0%	0.0%	0.0%	20.0%	0.0%	25.0%
The market and competitive intelligence for our strategy were weak	50.0%	0.0%	14.3%	0.0%	0.0%	0.0%	60.0%	0.0%	57.1%	0.0%	25.0%	100.0%	20.0%	0.0%	25.0%
Our strategy was not well-executed	0.0%	66.7% i	28.6%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0% b	0.0%	25.0%	0.0%	40.0%	0.0%	0.0%
We do not have the right Martech systems	100.0% cg	0.0%	0.0% a	0.0%	0.0%	0.0%	0.0% a	0.0%	14.3%	0.0%	25.0%	0.0%	20.0%	0.0%	50.0%
Our strategy was not well-designed	0.0%	100.0% cgimo	0.0% b	0.0%	0.0%	0.0%	0.0% b	0.0%	0.0% b	0.0%	25.0%	0.0%	0.0% b	0.0%	0.0% b
Significance Tests Between Columns:	Lower case: p<.05		Upper case: p<.01												

 **Topic 4: Growth**

Why is your company's growth performing worse than the market?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Our strategy was underfunded	33.3%	0.0%	20.0%	50.0%	100.0%	47.4%	16.7%	50.0%	100.0%	30.0%	0.0%	57.1%	75.0%	42.9%	36.4%
We do not have the right go-to-market capabilities	0.0%	0.0%	20.0%	50.0%	50.0%	36.8%	66.7%	0.0%	100.0%	30.0%	66.7%	28.6%	75.0%	14.3%	45.5%
Our strategy was not effectively differentiated	33.3%	0.0%	40.0%	37.5%	50.0%	31.6%	33.3%	0.0%	0.0%	40.0%	66.7%	28.6%	0.0%	42.9%	36.4%
We do not have the right talent for our strategy	33.3%	100.0% g	40.0%	62.5% g	0.0%	26.3%	0.0% bd	50.0%	100.0% h	50.0%	33.3%	28.6%	25.0%	28.6%	9.1% b
The market and competitive intelligence for our strategy were weak	0.0%	0.0%	40.0%	37.5%	0.0%	26.3%	50.0%	0.0%	0.0%	50.0%	0.0%	14.3%	25.0%	14.3%	45.5%
Our strategy was not well-executed	0.0%	0.0%	40.0%	12.5%	0.0%	26.3%	0.0%	0.0%	0.0%	20.0%	0.0%	28.6%	25.0%	14.3%	18.2%
We do not have the right Martech systems	0.0%	0.0%	0.0% d	62.5% cFg	0.0%	10.5% D	0.0% d	0.0%	100.0% eH	30.0%	33.3%	0.0% b	0.0%	28.6%	0.0% B
Our strategy was not well-designed	0.0%	0.0%	40.0%	0.0%	0.0%	10.5%	0.0%	0.0%	0.0%	20.0%	0.0%	0.0%	0.0%	14.3%	9.1%
Significance Tests Between Columns:	Lower case: p<.05		Upper case: p<.01												

 **Topic 5: Managing Marketing Technology**

Is your company using marketing technology systems?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Yes	171 75.3%	67 72.8%	44 83.0%	39 73.6%	21 72.4%	62 74.7%	52 77.6%	27 77.1%	17 70.8%	10 76.9%	67 78.8%	103 74.1%
No	56 24.7%	25 27.2%	9 17.0%	14 26.4%	8 27.6%	21 25.3%	15 22.4%	8 22.9%	7 29.2%	3 23.1%	18 21.2%	36 25.9%

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

 **Topic 5: Managing Marketing Technology**

Is your company using marketing technology systems?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	14 82.4% c	12 85.7% c	10 45.5% ablMNo	2 100.0%	4 66.7%	6 66.7% m	11 61.1% Mn	10 62.5% Mn	14 63.6% Mn	3 75.0%	12 66.7% mn	7 100.0% c	37 92.5% CfGHIk	11 100.0% Cghik	17 85.0% c
No	3 17.6% c	2 14.3% c	12 54.5% ablMNo	0 0.0%	2 33.3%	3 33.3% m	7 38.9% Mn	6 37.5% Mn	8 36.4% Mn	1 25.0%	6 33.3% mn	0 0.0% c	3 7.5% CfGHIk	0 0.0% Cghik	3 15.0% c

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

 **Topic 5: Managing Marketing Technology**

Is your company using marketing technology systems?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes	14 56.0% dfg	11 64.7%	22 73.3%	39 81.3% a	10 66.7%	45 80.4% a	29 85.3% a	17 60.7% h	8 61.5% h	38 76.0%	17 85.0%	24 66.7% h	12 80.0%	16 80.0%	39 86.7% abe
No	11 44.0% dfg	6 35.3%	8 26.7%	9 18.8% a	5 33.3%	11 19.6% a	5 14.7% a	11 39.3% h	5 38.5% h	12 24.0%	3 15.0%	12 33.3% h	3 20.0%	4 20.0%	6 13.3% abe

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

 **Topic 5: Managing Marketing Technology**

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

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Current	149 19.85 17.29	56 18.82 14.07	42 18.86 17.55	31 20.53 18.57	20 23.75 22.93	57 21.83 19.27	45 16.38 13.86	24 18.06 13.08	14 26.07 23.22	9 19.78 18.35	60 18.97 14.80	89 20.44 18.85
1 year ago	148 17.33 15.85	56 16.54 12.72	41 16.56 15.73	31 17.85 16.67	20 20.35 22.40	56 19.77 18.90	45 13.24 9.98	24 16.31 12.23	14 23.29 21.28	9 16.11 15.60	59 16.83 13.67	89 17.67 17.21
1 year future	147 23.50 18.99	56 22.16 15.77	41 23.32 19.97	30 24.12 20.91	20 26.70 22.98	56 25.09 19.94	45 20.64 15.85	24 23.15 19.21	13 28.23 25.26	9 22.00 18.63	59 23.98 17.64	88 23.18 19.94
5 years future	147 30.94 23.29	56 30.00 22.23	41 31.85 25.37	30 29.58 23.52	20 33.70 22.85	56 32.36 23.09	45 28.93 21.49	24 30.60 24.60	13 35.69 30.46	9 26.11 21.41	59 32.03 22.90	88 30.20 23.64

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

Topic 5: Managing Marketing Technology

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

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Current	13 14.85 7.47 L	11 19.09 12.21 cl	9 9.00 8.08 bgL	1 100.00 ---	3 28.33 27.54	4 17.50 11.90	11 16.82 8.35 cl	8 20.00 13.63	11 24.09 21.31	3 18.33 18.93	12 12.33 10.01 L	6 40.00 24.49 AbCgKm	33 19.74 17.80 l	11 20.55 16.07	12 22.38 19.08
1 year ago	13 12.85 6.26 L	11 16.18 11.63 l	9 9.33 10.51 L	1 100.00 ---	3 27.67 28.22	4 15.00 10.00	11 16.09 11.14 l	8 15.88 10.23 l	11 20.27 16.79	3 9.33 10.07	12 11.42 9.33 L	6 37.00 23.49 AbCghKmo	33 17.88 16.25 l	10 18.40 12.93	12 15.88 15.12 l
1 year future	13 21.15 10.67 l	11 22.73 14.03	9 12.11 12.61 gl	1 100.00 ---	3 29.00 26.89	4 21.25 14.36	11 23.27 10.14 c	8 25.00 16.04	11 28.45 25.32	3 28.33 20.21	12 15.33 14.03 l	5 41.40 29.15 ackm	33 20.97 18.25 l	10 26.90 22.82	12 26.88 20.40
5 years future	13 29.46 18.15	11 37.18 24.67	9 17.11 19.61 l	1 100.00 ---	3 31.33 25.01	4 36.25 30.92	11 31.00 16.25	8 34.63 17.76	11 37.55 29.30	3 43.33 35.12	12 21.42 18.18 l	5 48.00 28.85 ck	33 26.45 22.83	10 31.40 23.35	12 32.29 23.66

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

 **Topic 5: Managing Marketing Technology**

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

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Current	13 23.62 19.64	11 20.91 15.14	21 22.33 24.20	34 19.16 16.16	9 18.00 13.87	36 20.22 16.83	24 15.44 13.69	16 23.56 19.57	8 22.50 15.35 f	35 21.40 20.82	14 21.07 19.27	20 23.42 18.07 f	12 11.58 7.35 be	13 15.85 11.86	31 17.53 15.26
1 year ago	13 21.23 20.03	11 15.45 11.93	21 21.95 24.33	34 15.65 12.99	9 16.44 12.34	35 17.29 14.41	24 14.31 12.90	16 21.94 19.75	8 19.75 16.53	35 18.51 19.75	14 18.79 16.40	19 20.16 16.69	12 11.58 6.68	13 13.15 9.33	31 14.60 12.08
1 year future	13 29.38 20.77	11 24.09 14.46	21 24.00 23.89	34 22.41 18.21	9 21.11 16.42	34 24.00 19.14	24 20.65 18.38	16 28.88 20.27 f	8 22.88 15.69	35 23.89 21.07	14 25.50 21.58	18 27.39 19.46 f	12 14.00 9.91 ae	13 19.15 13.74	31 22.79 19.75
5 years future	13 43.08 23.23 g	11 34.55 22.63	21 30.33 25.33	34 29.44 21.75	9 25.33 21.09	34 31.24 24.95	24 26.23 22.56 a	16 40.00 23.31 F	8 30.38 23.23	35 31.20 24.10	14 37.71 27.46 f	18 32.06 21.52	12 18.67 14.43 Ad	13 26.08 20.61	31 29.18 24.67

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

 **Topic 5: Managing Marketing Technology**

Rate how well your company is performing each of the following marketing technology activities: (1=Poorly - 7=Very Well).

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Selecting the right company to provide marketing technologies	4.92	4.91	5.18	4.66	4.86	5.03	4.80	5.15	4.41	5.00	4.86	4.95
Selecting the right mix of marketing technologies for our needs	4.86	5.06	4.84	4.69	4.62	4.81	4.96	5.07	4.65	4.60	4.83	4.88
Leveraging data from marketing technologies for tactical decision making	4.63	4.50	4.64	4.95	4.48	4.58	4.78	4.67	4.71	4.40	4.48	4.73
Integrating marketing technologies into our customer funnel	4.61	4.70	4.45	4.63	4.62	4.75	4.41	4.78	4.41	4.80	4.42	4.73
Leveraging data from marketing technologies for strategic decision making	4.60	4.61	4.40	4.97	4.29	4.59	4.63	4.67	4.59	4.50	4.42	4.71
Generating ROI from marketing technologies	4.46	4.34	4.27	4.68	4.81	4.46	4.41	4.63	4.59	4.30	4.15 b	4.66 a
Developing capabilities for using marketing technologies	4.45	4.47	4.45	4.58	4.14	4.29	4.41	4.81	4.41	4.90	4.36	4.50
Designing the broad architecture of our marketing technology systems	4.44	4.76 c	4.27	4.08 a	4.52	4.53	4.50	4.52	4.06	4.00	4.51	4.40
Demonstrating ROI from marketing technologies	4.19	3.98	4.02	4.58	4.48	4.24	4.02	4.37	4.59	4.20	3.88 b	4.40 a
Integrating marketing technologies across other data systems in our company	3.99	4.27 d	3.77	4.03	3.52 a	4.00	3.92	4.56 d	3.65 c	3.60	3.92	4.03
Hiring to manage marketing technologies	3.89	3.91	3.70	4.08	3.86	3.80	3.90	4.44	3.59	3.50	3.91	3.87

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

Topic 5: Managing Marketing Technology

Rate how well your company is performing each of the following marketing technology activities: (1=Poorly - 7=Very Well).

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Selecting the right company to provide marketing technologies	4.86	5.18	4.67	5.00	4.50	4.17 m	4.91	5.33	4.50 m	5.00	4.67	4.17 m	5.38 fil	4.64	4.94
Selecting the right mix of marketing technologies for our needs	5.00	4.73 d	4.80	6.50 begkn	4.25 d	4.33 m	4.91	4.89	4.50 m	5.00	4.33 dm	4.50	5.38 fiKN	4.27 dM	4.94
Leveraging data from marketing technologies for tactical decision making	4.29	5.27 ln	4.67 i	5.50 i	5.75 I	3.83	4.91 I	5.11 I	3.36 BcdEGHkM o	4.67	4.58	4.50	5.05	3.73	4.82
Integrating marketing technologies into our customer funnel	4.64	4.64 d	5.00	6.50 befkln	4.25 d	3.67 dm	4.82	5.00	4.07 m	4.33	4.08 dm	4.33 d	5.16 fikno	4.09 dm	4.29 dm
Leveraging data from marketing technologies for strategic decision making	4.07	4.91 i	4.78	5.50 i	4.50	3.50	4.91 i	5.22 I	3.86 bdgHm	5.00	4.33	4.17	4.89 i	4.20	4.94
Generating ROI from marketing technologies	4.71	4.27	5.44 Efljkn	6.00	3.00 Cgmo	3.50 Cgm	5.00 Efin	4.22	3.64 CgMo	3.33 c	4.00 c	4.83	4.84 efIn	3.64 cgm	4.88 ei
Developing capabilities for using marketing technologies	5.07 EfkN	4.45	4.56	4.50	3.00 Aghm	3.83 ah	4.82 e	5.44 efikln	4.14 h	4.67	3.67 ahm	4.00 h	4.70 ekn	3.64 ahm	4.59
Designing the broad architecture of our marketing technology systems	4.43	4.45	3.70 M	6.50 efgijkln	4.00 d	4.17 d	4.82 dkln	4.78	4.31 d	4.33 d	3.58 dgM	3.67 dgM	5.11 CKLN	3.64 dgM	4.41
Demonstrating ROI from marketing technologies	4.21	4.00	5.11 fikn	6.00	3.75	3.17 c	4.64 n	4.22	3.64 c	4.00	3.75 c	4.83 n	4.51 n	3.00 cglmo	4.41 n
Integrating marketing technologies across other data systems in our company	3.57 M	4.09 i	4.11 i	5.50 il	3.00 m	3.83	4.36 In	4.67 In	2.79 bcdGHMo	3.67	4.00	3.33 dm	4.75 aeIIN	2.82 ghMo	4.12 in
Hiring to manage marketing technologies	4.71 iK	3.82	4.11	4.50	3.00	3.00 H	4.18 K	5.00 fiK	3.29 Ah	4.67	2.58 AgHm	3.50	4.05 k	3.64	3.88

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

Topic 5: Managing Marketing Technology

Rate how well your company is performing each of the following marketing technology activities: (1=Poorly - 7=Very Well).

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Selecting the right company to provide marketing technologies	5.29	5.00	4.48	5.05	5.00	4.84	4.86	5.18	4.75	4.73	4.94	5.23	5.00	4.50	4.97
Selecting the right mix of marketing technologies for our needs	5.07 c	4.91	4.38 ae	5.00	5.40 c	4.75	4.83	5.00	4.25	4.81	4.94	5.09	4.67	4.81	4.90
Leveraging data from marketing technologies for tactical decision making	5.21	5.45 cf	4.33 b	4.58	4.80	4.33 b	4.72	4.94	4.50	4.84	4.38	4.68	4.00	4.19	4.79
Integrating marketing technologies into our customer funnel	4.64 b	5.64 aceFg	4.33 b	5.03 F	4.60 b	4.21 BD	4.38 b	4.59	5.00	4.70	5.00	5.14 fgh	4.08 e	4.19 e	4.33 e
Leveraging data from marketing technologies for strategic decision making	5.36 cf	4.91	4.14 a	4.66	5.10	4.29 a	4.55	5.06	4.25	4.73	4.19	5.10 f	3.92 e	4.31	4.56
Generating ROI from marketing technologies	4.57	4.82	4.19	4.50	4.50	4.23	4.66	4.71	4.13	4.41	4.13	4.68	4.25	4.06	4.72
Developing capabilities for using marketing technologies	4.71	4.55	4.14	4.74	4.80	4.23	4.28	4.94	4.38	4.24	4.19	4.86	4.75	4.06	4.38
Designing the broad architecture of our marketing technology systems	4.21	4.36	4.00	4.65	4.90	4.39	4.48	4.24	4.00	4.35	4.40	4.74	4.50	4.56	4.49
Demonstrating ROI from marketing technologies	4.64	4.73	3.86	4.34	4.40	4.00	4.07	4.88	3.63	4.14	4.13	4.23	4.00	3.81	4.28
Integrating marketing technologies across other data systems in our company	4.29	4.91 F	4.14 f	3.89	4.11	3.42 Bcg	4.21 f	4.41	4.38	3.95	3.75	4.38	3.33	3.63	4.00
Hiring to manage marketing technologies	3.64	3.45	3.19 efg	3.95	4.30 c	4.12 c	4.17 c	3.76	3.50	3.19 EgH	3.38 e	4.59 Cd	4.25	4.38 c	4.18 C

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

 **Topic 5: Managing Marketing Technology**

Which of the following metrics does your company use to evaluate the effectiveness of your Martech systems?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Lead generation	128 76.2%	53 81.5% C	37 84.1% C	21 55.3% AB	17 81.0%	51 85.0% b	34 66.7% a	20 74.1%	14 82.4%	6 60.0%	59 88.1% B	69 68.3% A
Sales	114 67.9%	49 75.4% b	24 54.5% ac	29 76.3% b	12 57.1%	36 60.0%	37 72.5%	20 74.1%	11 64.7%	8 80.0%	44 65.7%	70 69.3%
Lead conversion	109 64.9%	50 76.9% bC	25 56.8% a	19 50.0% A	15 71.4%	41 68.3%	29 56.9%	15 55.6%	14 82.4%	8 80.0%	49 73.1%	60 59.4%
Content engagement	100 59.5%	40 61.5%	29 65.9%	19 50.0%	12 57.1%	34 56.7% e	36 70.6% E	17 63.0% e	8 47.1%	2 20.0% aBc	47 70.1% b	53 52.5% a
Return on marketing investments	83 49.4%	33 50.8%	14 31.8% C	25 65.8% B	11 52.4%	27 45.0%	27 52.9%	13 48.1%	9 52.9%	5 50.0%	33 49.3%	50 49.5%
Customer acquisition rate	69 41.1%	22 33.8% d	15 34.1% d	19 50.0%	13 61.9% ab	15 25.0% bDE	22 43.1% ae	11 40.7% e	11 64.7% A	8 80.0% Abc	29 43.3%	40 39.6%
Customer satisfaction	64 38.1%	26 40.0%	16 36.4%	13 34.2%	9 42.9%	18 30.0% d	18 35.3% d	12 44.4%	11 64.7% ab	3 30.0%	31 46.3%	33 32.7%
Customer lifetime value	47 28.0%	15 23.1% c	10 22.7%	16 42.1% a	6 28.6%	14 23.3%	13 25.5%	8 29.6%	5 29.4%	5 50.0%	17 25.4%	30 29.7%
Customer loyalty	46 27.4%	15 23.1%	9 20.5%	15 39.5%	7 33.3%	13 21.7%	13 25.5%	10 37.0%	7 41.2%	2 20.0%	16 23.9%	30 29.7%
Faster time to revenue (pipeline acceleration)	38 22.6%	23 35.4% Bc	5 11.4% A	5 13.2% a	5 23.8%	15 25.0% c	12 23.5% c	1 3.7% abdE	5 29.4% c	4 40.0% C	19 28.4%	19 18.8%

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

Topic 5: Managing Marketing Technology

Which of the following metrics does your company use to evaluate the effectiveness of your Martech systems?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Content engagement	11 78.6% d	6 54.5%	5 55.6%	0 0.0% ag	3 75.0%	4 66.7%	9 81.8% d	7 70.0%	10 71.4%	3 100.0%	7 58.3%	2 33.3%	19 51.4%	5 45.5%	8 47.1%
Lead conversion	10 71.4% O	5 45.5% M	3 33.3% Mn	0 0.0% Mn	3 75.0% o	4 66.7% o	8 72.7% O	8 80.0% O	10 71.4% O	3 100.0% o	7 58.3% mo	4 66.7% o	32 86.5% BCDkO	9 81.8% cdO	3 17.6% AefGHijkl MN
Lead generation	10 71.4% cO	11 100.0% CO	1 11.1% aBdeFGHI KLMN	2 100.0% co	4 100.0% cO	6 100.0% CO	9 81.8% CO	10 100.0% CO	13 92.9% CO	2 66.7% CO	10 83.3% CO	6 100.0% CO	31 83.8% CO	10 90.9% CO	3 17.6% ABdEFGH IKLMN
Return on marketing investments	8 57.1% k	3 27.3% ce	8 88.9% bdfgiKl	0 0.0% c	4 100.0% bfgK	1 16.7% ce	4 36.4% ce	6 60.0% k	6 42.9% c	1 33.3%	2 16.7% aCEhmo	2 33.3% c	22 59.5% k	5 45.5%	10 58.8% k
Sales	7 50.0% fo	8 72.7% f	8 88.9% Fk	1 50.0%	2 50.0%	0 0.0% abCgHIMn O	8 72.7% f	8 80.0% F	12 85.7% Fk	1 33.3% o	5 41.7% cimo	3 50.0%	29 78.4% Fk	7 63.6% f	15 88.2% aFjk
Customer satisfaction	7 50.0%	4 36.4%	1 11.1%	1 50.0%	2 50.0%	2 33.3%	6 54.5%	3 30.0%	7 50.0%	2 66.7%	4 33.3%	3 50.0%	13 35.1%	4 36.4%	5 29.4%
Customer acquisition rate	6 42.9%	4 36.4%	4 44.4%	1 50.0%	2 50.0%	4 66.7%	4 36.4%	5 50.0%	5 35.7%	1 33.3%	3 25.0%	1 16.7%	16 43.2%	5 45.5%	8 47.1%
Customer loyalty	5 35.7%	2 18.2% o	3 33.3%	1 50.0%	1 25.0%	0 0.0%	4 36.4%	2 20.0%	5 35.7%	1 33.3%	3 25.0%	1 16.7%	5 13.5% O	3 27.3%	10 58.8% bfM
Customer lifetime value	5 35.7%	1 9.1% mo	3 33.3%	0 0.0%	0 0.0%	1 16.7%	3 27.3%	4 40.0%	2 14.3%	0 0.0%	2 16.7%	1 16.7%	16 43.2% bn	1 9.1% mo	8 47.1% bn
Faster time to revenue (pipeline acceleration)	3 21.4% m	1 9.1% M	2 22.2%	0 0.0%	1 25.0%	0 0.0%	1 9.1% M	2 20.0% m	3 21.4% m	0 0.0%	1 8.3% M	1 16.7%	21 56.8% aBfGhiKN O	1 9.1% M	1 5.9% M

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

Topic 5: Managing Marketing Technology

Which of the following metrics does your company use to evaluate the effectiveness of your Martech systems?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Lead generation	13 92.9%	8 72.7%	16 72.7%	29 76.3%	7 70.0%	33 76.7%	21 72.4%	14 82.4%	7 87.5%	30 78.9%	10 62.5%	18 81.8%	8 66.7%	13 81.3%	28 71.8%
Sales	10 71.4%	8 72.7%	18 81.8%	24 63.2%	8 80.0%	26 60.5%	19 65.5%	14 82.4%	7 87.5%	23 60.5%	12 75.0%	13 59.1%	6 50.0%	11 68.8%	28 71.8%
Content engagement	9 64.3%	5 45.5%	10 45.5%	23 60.5%	5 50.0%	30 69.8%	18 62.1%	11 64.7%	1 12.5%	22 57.9%	12 75.0%	11 50.0%	8 66.7%	11 68.8%	24 61.5%
Lead conversion	8 57.1%	9 81.8%	12 54.5%	28 73.7%	6 60.0%	25 58.1%	20 69.0%	11 64.7%	5 62.5%	27 71.1%	9 56.3%	16 72.7%	7 58.3%	11 68.8%	23 59.0%
Customer loyalty	4 28.6%	4 36.4%	5 22.7%	11 28.9%	1 10.0%	13 30.2%	8 27.6%	6 35.3%	2 25.0%	9 23.7%	3 18.8%	5 22.7%	3 25.0%	4 25.0%	14 35.9%
Customer satisfaction	4 28.6%	2 18.2%	10 45.5%	17 44.7%	5 50.0%	16 37.2%	9 31.0%	6 35.3%	2 25.0%	16 42.1%	10 62.5%	7 31.8%	6 50.0%	4 25.0%	13 33.3%
Customer acquisition rate	4 28.6%	6 54.5%	11 50.0%	19 50.0%	2 20.0%	16 37.2%	11 37.9%	6 35.3%	4 50.0%	20 52.6%	8 50.0%	6 27.3%	5 41.7%	7 43.8%	13 33.3%
Return on marketing investments	4 28.6%	6 54.5%	10 45.5%	21 55.3%	5 50.0%	22 51.2%	14 48.3%	8 47.1%	4 50.0%	16 42.1%	11 68.8%	13 59.1%	5 41.7%	7 43.8%	19 48.7%
Customer lifetime value	4 28.6%	5 45.5%	5 22.7%	12 31.6%	3 30.0%	12 27.9%	6 20.7%	7 41.2%	4 50.0%	9 23.7%	3 18.8%	7 31.8%	3 25.0%	4 25.0%	10 25.6%
Faster time to revenue (pipeline acceleration)	2 14.3%	4 36.4%	6 27.3%	9 23.7%	2 20.0%	10 23.3%	4 13.8%	4 23.5%	2 25.0%	9 23.7%	5 31.3%	5 22.7%	2 16.7%	4 25.0%	7 17.9%

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

 **Topic 5: Managing Marketing Technology**

Is there is a gap between the actual payoffs of Martech and your hopes for these payoffs?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Yes	81 48.8%	30 47.6%	20 45.5%	20 52.6%	11 52.4%	26 43.3%	24 47.1%	13 48.1%	10 58.8%	8 80.0%	34 52.3%	47 46.5%
No	85 51.2%	33 52.4%	24 54.5%	18 47.4%	10 47.6%	34 56.7%	27 52.9%	14 51.9%	7 41.2%	2 20.0%	31 47.7%	54 53.5%

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

 **Topic 5: Managing Marketing Technology**

Is there is a gap between the actual payoffs of Martech and your hopes for these payoffs?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	7 50.0%	5 45.5%	2 22.2% f	0 0.0%	2 50.0%	5 83.3% c	4 36.4%	5 50.0%	5 38.5%	2 66.7%	6 50.0%	3 50.0%	19 52.8%	7 63.6%	9 52.9%
No	7 50.0%	6 54.5%	7 77.8% f	2 100.0%	2 50.0%	1 16.7% c	7 63.6%	5 50.0%	8 61.5%	1 33.3%	6 50.0%	3 50.0%	17 47.2%	4 36.4%	8 47.1%

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

 **Topic 5: Managing Marketing Technology**

Is there is a gap between the actual payoffs of Martech and your hopes for these payoffs?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes	6 42.9%	6 54.5%	10 45.5%	19 50.0%	6 60.0%	24 57.1%	10 35.7%	7 41.2%	6 75.0%	19 50.0%	7 43.8%	13 61.9%	8 66.7%	7 43.8%	14 36.8%
No	8 57.1%	5 45.5%	12 54.5%	19 50.0%	4 40.0%	18 42.9%	18 64.3%	10 58.8%	2 25.0%	19 50.0%	9 56.3%	8 38.1%	4 33.3%	9 56.3%	24 63.2%

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

 **Topic 5: Managing Marketing Technology**

Rate the extent of this gap: 1% -100% underperform relative to expectations.

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
N	79	29	19	20	11	26	22	13	10	8	33	46
Mean	33.68	36.38	32.16	31.50	33.18	38.46	29.23	27.38	36.70	36.88	34.79	32.89
SD	19.59	19.03	24.95	16.65	17.22	19.07	23.65	18.32	13.36	15.80	18.18	20.70

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

 **Topic 5: Managing Marketing Technology**

Rate the extent of this gap: 1% - 100% underperform relative to expectations.

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	6	5	2	0	2	5	4	5	5	2	6	3	18	7	9
Mean	31.67	38.00	17.50	---	41.50	32.00	26.25	43.00	47.00	40.00	26.67	33.00	29.72	43.00	30.33
SD	15.06	26.83	17.68	---	12.02	18.91	12.50	25.40	23.35	14.14	18.89	12.12	16.40	31.38	17.17

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

 **Topic 5: Managing Marketing Technology**

Rate the extent of this gap: 1% -100% underperform relative to expectations.

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	6	6	10	19	6	22	10	7	6	19	7	13	7	6	14
Mean	30.83	44.17	23.50	33.05	31.33	33.86	41.50	30.71	39.17	33.32	20.71	36.31	32.14	35.00	37.57
SD	16.25	24.17	16.17	13.45	14.99	22.26	26.15	14.84	25.77	16.33	15.12	12.12	16.29	26.46	28.44
											e	d			

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

 **Topic 5: Managing Marketing Technology**

Do you worry about making investments in Martech solutions that may not end up surviving in the marketplace over the long run? (1=Not at all - 7=A Great Deal)

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
N	166	63	44	38	21	59	51	27	17	9	67	99
Mean	3.83	3.90	3.36	4.16	3.95	3.56	3.59	4.04	4.29	4.89	3.82	3.83
SD	1.69	1.59	1.77	1.76	1.60	1.68	1.58	1.83	1.65	1.54	1.64	1.73
			C	B		e	e			ab		

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

 **Topic 5: Managing Marketing Technology**

Do you worry about making investments in Martech solutions that may not end up surviving in the marketplace over the long run? (1=Not at all - 7=A Great Deal)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	14	11	9	2	4	6	11	10	14	3	12	6	35	11	17
Mean	3.36	4.00	3.00	2.50	4.50	2.83	4.00	4.70	4.14	3.00	3.58	3.50	3.80	4.36	4.12
SD	1.69	1.67	1.32	0.71	2.08	1.17	1.73	1.57	1.29	1.73	1.93	1.76	1.76	2.16	1.69
			h			hi		cf	f						

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

 **Topic 5: Managing Marketing Technology**

Do you worry about making investments in Martech solutions that may not end up surviving in the marketplace over the long run? (1=Not at all - 7=A Great Deal)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	14	11	21	37	10	43	29	17	7	38	15	22	12	16	39
Mean	4.21	3.00	3.90	3.73	3.70	4.00	3.90	4.12	3.43	3.58	3.73	4.14	3.33	4.19	3.87
SD	2.08	1.73	1.89	1.56	1.49	1.66	1.59	2.23	1.40	1.64	1.53	2.08	1.37	1.38	1.59

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

 **Topic 5: Managing Marketing Technology**

Rate the extent to which you focus on the following activities when managing your Martech strategy: (1=Not at all - 7=a Great Deal).

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Optimizing or streamlining existing Martech tools	164 5.34 1.30	64 5.20 1.29	43 5.53 1.18	36 5.53 1.32	21 5.05 1.50	60 5.30 1.38	50 5.40 1.37	26 5.35 1.09	16 5.50 1.37	9 5.22 0.83	66 5.27 1.27	98 5.39 1.32
Identifying Martech tools that can deliver stronger customer experiences	165 5.11 1.34	64 4.98 1.27	44 4.93 1.48	36 5.39 1.42	21 5.38 1.07	60 4.95 1.38	50 5.06 1.48	27 5.37 1.21	16 5.44 1.15	9 5.11 1.17	66 5.18 1.32	99 5.06 1.36
Identifying Martech tools that can be linked together to form powerful capabilities	165 5.01 1.31	64 5.08 1.37	44 4.95 1.36	36 4.89 1.24	21 5.10 1.18	60 4.93 1.27	50 5.16 1.36	27 5.07 1.11	16 4.94 1.53	9 4.89 1.62	66 5.08 1.35	99 4.96 1.29
Experimenting with new Martech to develop new sources of value	165 4.22 1.52	64 4.30 1.55	44 3.98 1.53	36 4.53 1.44	21 3.95 1.50	60 4.15 1.64	50 4.16 1.45	27 4.11 1.22	16 4.56 1.71	9 5.00 1.50	66 4.11 1.56	99 4.29 1.49
Creating a shared cross-enterprise technology strategy	164 4.12 1.63	63 4.03 1.56	44 4.00 1.75	36 4.31 1.62	21 4.29 1.71	60 4.02 1.66	49 4.49 1.57	27 4.00 1.64	16 3.75 1.65	9 3.56 1.81	65 4.20 1.62	99 4.06 1.65
Hiring or retaining talent for managing/implementing Martech strategy	165 4.10 1.67	64 4.02 1.56	44 3.91 2.00	36 4.28 1.54	21 4.48 1.47	60 3.85 1.82	50 4.34 1.66	27 4.30 1.46	16 4.06 1.44	9 4.00 1.73	66 4.11 1.64	99 4.10 1.70

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

Topic 5: Managing Marketing Technology

Rate the extent to which you focus on the following activities when managing your Martech strategy: (1=Not at all - 7=a Great Deal).

N Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
Optimizing or streamlining existing Martech tools	14 6.14 0.77 cFGHllo	11 5.45 1.21	9 4.89 1.96 a	2 6.50 0.71 i	3 6.00 1.00	6 4.67 1.37 Am	11 4.73 1.19 Am	10 5.00 1.15 A	14 4.79 1.05 AdM	3 4.67 2.31	12 5.33 1.50	6 5.33 0.82 a	36 5.75 1.08 fgl	10 5.20 1.55	16 5.19 1.47 a	
Identifying Martech tools that can deliver stronger customer experiences	14 5.79 0.80 cIM	11 5.00 1.18	9 4.22 1.92 a	2 5.00 1.41	3 6.00 1.00	6 5.00 1.79	11 5.18 1.72	10 5.30 1.83	14 5.07 1.44	3 5.33 0.58	12 5.17 0.94	6 4.83 0.98 a	36 4.78 1.29 A	11 5.55 1.29	16 5.31 1.25	
Identifying Martech tools that can be linked together to form powerful capabilities	14 5.14 1.17 c	11 4.91 1.38	9 4.00 1.41 amno	2 4.50 1.2	3 5.00 1.00	6 5.33 1.21	11 4.73 1.49	10 5.10 1.52	14 4.79 1.53	3 5.00 0.00	12 4.83 1.27	6 4.33 1.63	36 5.22 1.31 c	11 5.36 0.81 c	16 5.31 1.14 c	
Experimenting with new Martech to develop new sources of value	14 4.14 1.29	11 4.09 1.22	9 4.67 1.94	2 4.00 2.83	3 4.67 2.08	6 3.50 1.76	11 4.64 1.75	10 4.50 1.08	14 3.93 1.38	3 2.67 2.08	12 3.83 1.90	6 4.50 1.22	36 4.50 1.59	11 3.82 1.54	16 4.31 1.14	
Creating a shared cross- enterprise technology strategy	14 4.86 0.86 cEJKN	11 4.45 1.69 e	9 3.22 1.99 a	2 4.50 2.12	3 1.67 0.58	6 4.50 1.76	11 4.36 1.69	10 3.70 2.06	14 4.36 1.45 E	2 2.50 0.71 A	12 3.25 1.66 Amo	6 4.33 1.63 e	36 4.39 1.48 Ekn	11 3.27 1.68 Amo	16 4.56 1.50 Ekn	
Hiring or retaining talent for managing/implementing Martech strategy	14 5.21 1.42 bfikmN	11 3.82 1.66 a	9 4.22 1.72	2 3.00 2.83	3 3.33 2.08	6 3.17 1.72	11 4.55 1.51	10 3.80 1.93	14 3.79 1.48 a	3 4.33 2.89	12 3.42 2.11 a	6 4.17 1.47	36 4.25 1.46 a	11 3.45 1.69 A	16 4.63 1.54	

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

Topic 5: Managing Marketing Technology

Rate the extent to which you focus on the following activities when managing your Martech strategy: (1=Not at all - 7=a Great Deal).

N	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Mean	14	11	22	36	10	41	29	17	8	37	15	22	12	15	38
SD	6.00	5.36	5.05	5.39	5.50	5.32	5.10	6.00	6.00	4.86	5.40	5.45	6.00	5.07	5.18
	0.78	1.36	1.09	1.38	1.27	1.39	1.37	0.71	0.76	1.29	1.24	1.14	1.28	1.62	1.39
	Cg		A				a	Cgh	c	Abf			c	a	a
Optimizing or streamlining existing Martech tools	14	11	22	36	10	42	29	17	8	37	15	22	12	15	39
	5.21	4.82	4.82	5.03	5.20	5.40	4.97	5.29	5.25	4.86	4.80	5.09	5.58	5.20	5.18
	1.05	1.72	1.50	1.30	1.14	1.21	1.50	1.40	1.16	1.23	1.52	1.54	0.90	1.26	1.45
Identifying Martech tools that can deliver stronger customer experiences	14	11	22	36	10	42	29	17	8	37	15	22	12	15	39
	4.93	4.73	4.82	4.86	5.00	5.26	5.03	5.18	4.63	4.81	4.13	5.09	6.08	4.80	5.23
	1.38	1.42	1.22	1.31	1.05	1.45	1.18	1.07	1.41	1.24	1.55	1.27	1.00	1.37	1.22
								df	f	F	aeFH	df	abCDEgh	f	Df
Identifying Martech tools that can be linked together to form powerful capabilities	14	11	22	36	10	42	29	17	8	37	15	22	12	15	39
	4.79	4.55	3.86	4.19	4.30	3.95	4.38	4.71	4.75	4.05	4.00	4.23	3.67	4.07	4.36
	1.53	1.92	1.61	1.56	0.82	1.59	1.21	1.57	1.49	1.81	1.46	1.45	1.44	1.79	1.16
Experimenting with new Martech to develop new sources of value	14	11	22	36	10	41	29	17	8	37	15	21	12	15	39
	3.57	3.91	3.86	3.89	4.50	4.37	4.38	3.71	4.50	3.78	3.27	4.10	4.92	4.07	4.64
	1.91	1.45	1.81	1.72	0.85	1.61	1.54	1.90	1.93	1.46	1.53	1.76	1.16	1.39	1.63
										fh	FH		cD		cD
Creating a shared cross-enterprise technology strategy	14	11	22	36	10	42	29	17	8	37	15	22	12	15	39
	2.93	4.09	4.00	4.39	4.60	4.24	4.00	3.53	4.63	3.54	4.20	4.64	5.17	3.87	4.21
	2.30	1.70	1.85	1.64	0.70	1.51	1.56	2.37	1.77	1.57	1.08	1.76	1.19	1.51	1.51
	def			a	a	a		f		eF	f	c	aCDgh	f	f

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

 **Topic 5: Managing Marketing Technology**

What percent of your marketing activities use Martech tools?

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
What percent of your marketing activities are currently use Martech tools?	158 62.11 25.38	62 65.97 26.14 b	43 55.00 26.97 a	33 62.39 20.53	20 65.00 25.30	58 64.14 26.77	50 60.40 25.29	25 56.20 25.95	15 70.40 17.11	9 60.33 28.08	65 62.57 24.64	93 61.80 26.01
What percent of your marketing activities used Martech tools1 year ago?	158 53.44 27.77	62 58.44 28.47	43 47.30 29.42	33 50.24 23.62	20 56.40 26.88	58 57.76 28.96	50 47.94 27.07 d	25 48.80 26.15	15 64.20 21.88 b	9 49.22 33.38	65 54.62 26.55	93 52.61 28.70

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

Topic 5: Managing Marketing Technology

What percent of your marketing activities use Martech tools?

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
What percent of your marketing activities are currently use Martech tools?	12 61.42 12.34 em	11 74.55 21.85 hikno	9 57.22 24.51 m	2 60.00 42.43	3 84.67 14.50 afhko	6 54.17 18.00 em	11 52.82 27.95 M	9 55.00 16.01 beM	12 53.58 24.69 bM	3 60.00 39.69	12 45.83 29.53 beM	6 66.33 30.64 acf	37 77.86 20.86 GHKNO	11 49.09 30.64 bM	13 53.46 20.86 beM
What percent of your marketing activities used Martech tools 1 year ago?	12 41.67 12.49 BEM	11 68.64 27.21 AhiknO	9 47.78 27.85 m	2 52.50 45.96	3 81.00 14.93 AfHikO	6 50.00 18.97 e	11 49.09 29.82 m	9 42.22 16.41 bEM	12 41.08 26.21 beM	3 48.33 38.84	12 39.50 26.79 beM	6 63.00 31.40 Acg	37 70.95 25.73 GHKNO	11 42.27 30.69 bM	13 40.77 20.80 BEM

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

 **Topic 5: Managing Marketing Technology**

What percent of your marketing activities use Martech tools?

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
What percent of your marketing activities are currently use Martech tools?	14 65.71 29.41	11 70.45 26.59	21 63.57 27.62	35 64.40 23.41	10 62.00 21.24	39 63.08 24.88	27 50.93 25.26	17 67.94 27.10	8 74.38 19.90	35 61.20 29.87	15 59.80 22.52	21 66.19 19.55	11 69.55 18.09	15 58.40 25.52	36 55.39 26.44
What percent of your marketing activities used Martech tools 1 year ago?	14 54.29 29.41	11 64.55 32.52	21 57.10 31.33	35 55.17 26.84	10 49.50 22.79	39 54.49 27.60	27 43.07 25.28	17 56.76 30.15	8 67.50 30.00	35 54.00 32.56	15 53.33 24.54	21 55.48 23.34	11 60.00 21.79	15 49.00 26.20	36 46.89 27.40

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

 **Topic 5: Managing Marketing Technology**

Considering all the Martech tools purchased by your company, what percent is your company currently utilizing in its operations?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	155	58	44	33	20	56	50	25	15	9	61	94
Mean	56.38	54.74	59.57	55.55	55.50	53.95	58.20	53.44	63.13	58.33	59.03	54.66
SD	32.33	30.97	34.68	31.93	33.48	33.91	31.88	32.07	33.78	27.04	31.67	32.80

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

 **Topic 5: Managing Marketing Technology**

Considering all the Martech tools purchased by your company, what percent is your company currently utilizing in its operations?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	13	11	9	2	3	6	11	9	12	2	12	6	34	11	13
Mean	58.85	75.45	57.78	52.50	44.00	57.50	40.00	56.78	44.58	70.00	58.33	65.00	62.79	42.73	50.08
SD	26.86	22.07	38.50	38.89	48.87	29.96	29.33	23.15	28.88	42.43	39.50	35.50	31.70	39.20	35.00
		GIno					Bm		B				g	b	b

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

 **Topic 5: Managing Marketing Technology**

Considering all the Martech tools purchased by your company, what percent is your company currently utilizing in its operations?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	14	11	21	34	10	37	27	17	8	34	15	20	12	14	35
Mean	69.64	55.00	59.76	58.62	62.00	51.76	47.63	67.94	56.25	58.00	62.00	57.30	59.17	43.93	50.31
SD	33.99	35.21	28.48	30.38	35.37	33.46	32.86	33.07	24.31	33.44	31.84	33.73	32.32	34.26	31.36

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

 **Topic 5: Managing Marketing Technology**

How much impact are your current Martech tools having on your company's performance? (1=Not at all - 7=A Great Deal)

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
N	163	64	44	35	20	60	51	27	14	9	66	97
Mean	4.74	4.64	4.68	5.09	4.55	4.55	4.84	4.85	5.14	4.44	4.80	4.69
SD	1.34	1.29	1.52	1.20	1.32	1.36	1.39	1.17	0.95	1.59	1.33	1.36

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

 **Topic 5: Managing Marketing Technology**

How much impact are your current Martech tools having on your company's performance? (1=Not at all - 7=A Great Deal)

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	13	11	9	2	3	6	11	10	13	3	12	6	37	11	15
Mean	4.92	4.82	4.67	5.50	5.00	4.00	4.91	4.30	4.31	4.33	4.50	4.83	5.16	3.91	5.00
SD	1.04	1.33	1.50	0.71	1.00	1.26 m	1.38	1.42	1.55 m	0.58	1.51	1.83	1.14 fiN	1.58 M	1.36

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

 **Topic 5: Managing Marketing Technology**

How much impact are your current Martech tools having on your company's performance? (1=Not at all - 7=A Great Deal)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	14	11	22	34	10	43	28	17	8	36	14	22	12	16	38
Mean	5.07	4.91	4.55	4.85	5.30	4.58	4.50	5.35	4.50	4.44	4.57	5.32	4.83	4.13	4.74
SD	1.59	0.70	1.41	1.18	1.25	1.43	1.43	1.50	0.93	1.30	1.09	1.36	1.03	1.20	1.46
								cg		ae		cG		aE	

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

 **Topic 5: Managing Marketing Technology**

Rank order how important each of the following have been in your company's adoption of new marketing technologies?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
N												
Mean												
SD												
Your company's goals												
	161	63	42	36	20	58	49	26	16	9	65	96
	1.80	1.73	1.90	1.81	1.75	1.69	1.92	1.81	1.81	1.67	1.88	1.74
	0.93	0.88	0.98	0.92	1.02	0.84	1.04	0.85	0.98	1.12	0.99	0.89
Your company's strategy												
	161	63	42	36	20	58	49	26	16	9	65	96
	2.06	1.90	2.00	2.39	2.10	2.00	2.24	1.96	2.00	2.00	2.11	2.03
	0.93	0.80	0.94	1.13	0.85	0.86	1.09	0.96	0.82	0.71	0.90	0.96
		c		a								
The value your company wants to provide customers												
	161	63	42	36	20	58	49	26	16	9	65	96
	2.77	2.92	2.76	2.56	2.70	2.84	2.69	2.69	2.88	2.89	2.71	2.81
	1.13	1.05	1.19	1.25	1.03	1.09	1.23	1.12	1.15	1.05	1.20	1.09
Pressure from other functions in your company												
	161	63	42	36	20	58	49	26	16	9	65	96
	4.15	4.19	4.14	4.14	4.05	4.19	4.04	4.46	3.81	4.11	4.20	4.11
	1.03	1.01	0.98	1.15	1.05	1.02	1.06	0.76	1.33	1.17	1.02	1.04
Your competitor's actions												
	161	63	42	36	20	58	49	26	16	9	65	96
	4.22	4.25	4.19	4.11	4.40	4.28	4.10	4.08	4.50	4.33	4.11	4.30
	0.87	0.84	0.97	0.78	0.88	0.79	1.05	0.89	0.52	0.71	1.00	0.76

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

Topic 5: Managing Marketing Technology

Rank order how important each of the following have been in your company's adoption of new marketing technologies?

N Mean SD	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Your company's goals															
	14	11	9	2	3	6	11	9	14	3	12	6	34	10	16
	2.36	1.18	1.22	2.00	1.67	2.33	2.00	1.78	2.36	1.33	1.83	1.83	1.56	1.80	1.75
	1.01	0.40	0.44	1.41	0.58	0.82	1.10	0.83	1.08	0.58	1.19	0.75	0.75	1.03	1.00
	BCM	AFgIl	AFI			BCm	b		BCM			b	AfI		
Your company's strategy															
	14	11	9	2	3	6	11	9	14	3	12	6	34	10	16
	2.36	2.09	2.33	2.00	2.33	2.17	2.00	1.67	2.14	1.67	2.17	1.83	1.74	2.40	2.38
	1.34	0.83	0.50	0.00	1.53	0.75	0.63	0.87	1.03	0.58	0.72	1.17	0.62	1.35	1.20
	m		m										acno	m	m
The value your company wants to provide customers															
	14	11	9	2	3	6	11	9	14	3	12	6	34	10	16
	2.43	3.18	3.00	2.00	3.00	2.33	2.55	3.00	1.93	3.33	2.75	3.17	3.06	2.90	2.69
	1.22	0.87	1.50	1.41	0.00	1.75	1.57	1.00	0.92	0.58	1.14	1.33	0.78	1.29	1.08
	m	I	i					i	BchjLMno	i		i	af	i	i
Pressure from other functions in your company															
	14	11	9	2	3	6	11	9	14	3	12	6	34	10	16
	3.50	4.09	4.33	4.50	3.33	3.83	4.36	4.78	4.21	4.67	4.50	4.33	4.12	3.70	4.19
	1.45	0.70	0.87	0.71	2.08	1.47	0.81	0.44	0.97	0.58	0.90	1.03	0.91	1.16	1.11
	h	h						abmn					h	h	
Your competitor's actions															
	14	11	9	2	3	6	11	9	14	3	12	6	34	10	16
	4.36	4.45	4.11	4.50	4.67	4.33	4.09	3.78	4.36	4.00	3.75	3.83	4.53	4.20	4.00
	0.93	0.82	0.60	0.71	0.58	0.82	0.70	0.83	0.84	1.00	1.22	0.98	0.66	1.03	1.03
								M			M	m	HKlo		m

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

Topic 5: Managing Marketing Technology

Rank order how important each of the following have been in your company's adoption of new marketing technologies?

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Your company's goals															
	12	11	21	36	10	42	28	15	8	37	14	22	12	15	38
	1.25	1.73	1.90	1.78	1.70	1.90	1.89	1.53	1.50	1.76	2.00	1.50	2.00	2.13	1.89
	0.62	1.01	0.94	0.93	0.67	0.93	1.07	0.99	0.76	0.86	0.96	0.67	0.85	1.19	1.01
	cf		a			a						g		e	
Your company's strategy															
	12	11	21	36	10	42	28	15	8	37	14	22	12	15	38
	1.83	2.00	1.90	2.17	1.90	1.95	2.39	1.87	2.13	2.03	1.93	1.91	2.42	1.93	2.24
	0.39	0.89	0.89	1.06	0.88	0.96	0.96	0.52	0.99	0.99	1.07	0.75	1.24	0.88	0.97
The value your company wants to provide customers															
	12	11	21	36	10	42	28	15	8	37	14	22	12	15	38
	3.50	2.64	2.81	2.69	2.80	2.76	2.57	3.20	2.63	2.89	2.86	2.82	2.33	2.87	2.55
	0.80	1.03	0.93	1.01	1.14	1.21	1.43	1.01	0.92	0.99	1.23	0.85	1.30	1.36	1.29
	bcdg	a	a	a			a								
Pressure from other functions in your company															
	12	11	21	36	10	42	28	15	8	37	14	22	12	15	38
	4.33	4.00	3.81	4.11	4.60	4.29	4.07	4.13	4.25	3.92	4.14	4.41	4.17	4.20	4.18
	0.98	0.77	1.25	1.19	0.70	0.92	1.02	1.13	0.71	1.21	1.23	0.85	0.94	1.08	0.93
Your competitor's actions															
	12	11	21	36	10	42	28	15	8	37	14	22	12	15	38
	4.08	4.64	4.57	4.25	4.00	4.10	4.07	4.27	4.50	4.41	4.07	4.36	4.08	3.87	4.13
	0.67	0.67	0.75	0.81	0.94	0.91	1.02	0.59	0.76	0.80	0.83	0.58	1.16	1.06	0.99
			f				c								

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

Topic 5: Managing Marketing Technology

How well do your company's Martech tools enhance the performance of each part of your company's strategy? (1=Not at all - 7=A Great Deal)

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
		A	B	C	D	A	B	C	D	E	A	B
Marketing strategy	162 5.48 1.20	63 5.46 1.41	43 5.60 1.07	35 5.40 1.12	21 5.43 0.87	60 5.62 1.18	50 5.50 1.09	26 5.27 1.43	15 5.47 1.13	9 5.33 1.22	65 5.37 1.32	97 5.56 1.11
CX strategy	161 4.47 1.37	63 4.25 1.44	42 4.55 1.33	35 4.51 1.40	21 4.86 1.15	60 4.33 1.20	49 4.49 1.60	25 4.80 1.41	16 4.75 1.06	9 3.78 1.30	65 4.66 1.23	96 4.33 1.45
Sales strategy	161 4.60 1.52	63 4.70 1.51	43 4.84 1.57	34 4.06 1.32	21 4.67 1.62	60 5.00 1.45	50 4.42 1.49	26 4.27 1.43	14 4.79 1.58	9 4.00 1.80	65 4.58 1.50	96 4.60 1.54
CRM strategy	163 4.83 1.53	63 4.75 1.57	43 4.81 1.37	36 4.89 1.62	21 5.05 1.66	60 4.87 1.44	50 4.68 1.68	26 5.27 1.22	16 4.38 1.82	9 5.00 1.50	65 4.66 1.52	98 4.95 1.53
Operations strategy	162 3.57 1.56	63 3.65 1.55	43 3.60 1.71	35 3.54 1.40	21 3.33 1.65	60 3.72 1.73	50 3.44 1.49	26 3.58 1.55	15 3.93 1.10	9 3.22 1.48	65 3.52 1.59	97 3.61 1.55
Customer insight strategy	160 4.27 1.60	62 4.06 1.58	42 4.05 1.68	35 4.83 1.52	21 4.38 1.53	59 4.14 1.51	49 4.27 1.62	26 4.77 1.77	15 4.93 1.39	9 2.89 1.05	65 4.18 1.57	95 4.33 1.63

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Topic 5: Managing Marketing Technology

How well do your company's Martech tools enhance the performance of each part of your company's strategy? (1=Not at all - 7=A Great Deal)

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Marketing strategy	14 5.07 1.27 m	11 5.91 0.83 f	9 5.56 0.73	2 6.50 0.71 l	3 5.33 0.58	6 4.67 1.03 bmo	11 5.45 1.13	9 5.22 1.64	14 4.93 2.02 m	3 5.67 0.58	12 5.42 1.00	6 5.33 0.52 d	35 5.89 1.05 afin	11 5.00 1.18 m	15 5.80 0.94 f
CX strategy	14 4.14 1.41 g	10 4.30 1.49	9 4.44 1.67	2 6.00 0.00	3 5.00 1.00	6 4.83 1.47	11 5.18 0.98 aLmn	9 4.89 1.05 l	14 4.57 1.55	3 5.00 1.00	12 4.75 1.29	6 3.67 0.82 Gh	35 4.17 1.40 g	11 4.09 1.38 g	15 4.47 1.55
Sales strategy	14 4.64 1.45 c	11 4.91 1.70 c	9 3.33 1.50 abhkMo	2 5.50 0.71	3 5.00 2.00	6 4.33 1.63	11 4.55 1.75	9 5.22 1.56 c	14 4.00 1.57 M	3 4.33 0.58	12 4.67 1.07 c	6 3.67 1.63 m	35 5.26 1.29 CIIN	11 3.82 1.60 M	14 4.64 1.45 c
CRM strategy	14 4.64 1.55	11 4.55 1.29 o	9 3.78 1.92 ghmo	2 5.00 1.41	3 5.67 0.58 l	6 4.17 2.14	11 5.45 1.13 ciL	9 5.67 1.12 ciL	14 4.14 1.66 ghO	3 4.67 1.15	12 4.50 1.38 o	6 3.83 0.98 eGHo	35 5.03 1.40 c	11 4.73 1.49	16 5.81 1.64 bcIkI
Operations strategy	14 3.86 1.29 in	11 3.64 2.11	9 2.89 1.76 hm	2 5.50 0.71 ijln	3 3.67 2.08	6 3.17 1.72	11 3.55 1.86	9 4.67 1.32 cINNo	14 2.71 1.33 adHM	3 3.33 0.58 d	12 3.83 1.47 n	6 3.00 0.89 dh	35 4.09 1.34 cIN	11 2.36 1.43 adHkM	15 3.40 1.50 h
Customer insight strategy	14 4.71 1.54	10 4.40 2.01	9 5.00 1.87	2 6.50 0.71 imn	3 4.67 1.53	6 4.00 1.90	11 4.36 1.57	9 4.00 1.58	13 3.85 1.34 d	3 5.00 2.00	12 4.50 1.51	6 4.17 1.47	35 3.89 1.41 d	11 3.36 1.75 d	15 4.60 1.59

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Topic 5: Managing Marketing Technology

How well do your company's Martech tools enhance the performance of each part of your company's strategy? (1=Not at all - 7=A Great Deal)

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Marketing strategy	14 6.07 0.92 cfg	11 5.91 0.54 g	21 5.33 0.97 a	35 5.80 0.99 fG	10 5.90 0.74	41 5.24 1.32 ad	29 4.93 1.53 abD	17 5.76 1.20	8 5.38 0.74	36 5.69 0.79	14 5.71 0.73	21 5.76 1.04	12 5.17 0.94	15 5.27 1.53	39 5.13 1.61
CX strategy	13 5.00 1.41	11 4.27 1.74	21 4.43 1.29	35 4.26 1.27	10 4.90 1.20	41 4.34 1.41	29 4.62 1.42	16 5.00 1.15 bc	8 3.75 1.75 a	37 4.19 1.39 a	14 4.71 1.27	20 4.40 1.14	12 4.50 1.45	15 4.27 1.33	39 4.67 1.46
Sales strategy	14 5.79 1.37 cFG	11 5.45 1.13 FG	21 4.48 1.44 a	34 4.94 1.37 fg	10 4.80 1.14	41 4.10 1.56 ABd	29 4.00 1.54 ABd	17 5.12 1.83 h	8 4.50 1.69	36 4.86 1.38 h	13 4.62 1.50	21 5.24 1.26 fgH	12 4.08 1.24 e	15 4.27 1.49 e	39 4.08 1.55 acE
CRM strategy	14 4.86 1.23	11 5.09 1.14	21 4.81 1.40	36 4.97 1.58	10 5.20 1.62	41 4.63 1.61	29 4.66 1.72	17 4.71 1.49	8 5.25 0.46	37 4.86 1.42	14 4.21 1.89	21 5.19 1.54	12 4.83 1.47	15 4.80 1.66	39 4.82 1.65
Operations strategy	14 4.00 1.84	11 3.91 1.51	21 3.71 1.52	35 3.89 1.57 f	10 3.60 1.58	41 3.22 1.24 d	29 3.14 1.73	17 4.24 1.60 gh	8 3.63 1.19	36 3.58 1.71	14 3.57 1.45	21 4.14 1.49 gh	12 3.58 1.24	15 3.07 1.33 ae	39 3.15 1.63 ae
Customer insight strategy	14 4.29 2.16	11 4.27 1.35	20 3.85 1.60	35 4.34 1.55	10 4.20 1.48	41 4.34 1.56	28 4.39 1.71	17 4.47 1.81	8 3.25 1.39 h	35 4.26 1.63	14 4.36 1.74	21 4.14 1.39	12 4.33 1.30	15 3.87 2.07	38 4.58 1.48 b

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

 **Topic 5: Managing Marketing Technology**

How regularly are your company's Martech tools audited and evaluated?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Monthly	4 2.5%	2 3.2%	1 2.3%	0 0.0%	1 4.8%	2 3.3%	0 0.0% d	0 0.0%	2 12.5% b	0 0.0%	0 0.0%	4 4.0%
Quarterly	27 16.7%	8 12.7%	7 16.3%	10 28.6%	2 9.5%	12 20.0%	8 16.0%	5 19.2%	1 6.3%	1 11.1%	13 20.6%	14 14.1%
Bi-yearly	23 14.2%	12 19.0%	5 11.6%	5 14.3%	1 4.8%	8 13.3%	7 14.0%	4 15.4%	3 18.8%	1 11.1%	10 15.9%	13 13.1%
Yearly	76 46.9%	30 47.6%	20 46.5%	15 42.9%	11 52.4%	27 45.0%	28 56.0%	10 38.5%	5 31.3%	6 66.7%	27 42.9%	49 49.5%
Every few years	23 14.2%	7 11.1%	7 16.3%	5 14.3%	4 19.0%	7 11.7%	5 10.0% d	5 19.2%	5 31.3% b	0 0.0%	9 14.3%	14 14.1%
Never	9 5.6%	4 6.3%	3 7.0%	0 0.0%	2 9.5%	4 6.7%	2 4.0%	2 7.7%	0 0.0%	1 11.1%	4 6.3%	5 5.1%

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

Topic 5: Managing Marketing Technology

How regularly are your company's Martech tools audited and evaluated?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Monthly	2 14.3%	0 0.0% d	0 0.0%	1 50.0% bgikMno	0 0.0%	0 0.0%	0 0.0% d	0 0.0%	0 0.0% d	0 0.0%	0 0.0% d	0 0.0%	1 2.9% D	0 0.0% d	0 0.0% d
Quarterly	2 14.3%	3 27.3%	3 33.3% i	1 50.0% gi	1 33.3% i	1 16.7%	0 0.0% dh	4 50.0% gikl	0 0.0% cdehj	1 33.3% i	1 8.3% h	0 0.0% h	6 17.1%	2 18.2%	2 12.5%
Bi-yearly	1 7.1% j	0 0.0% ij	2 22.2%	0 0.0%	0 0.0%	0 0.0%	2 18.2%	0 0.0% j	5 38.5% b	2 66.7% abhlm	3 25.0%	0 0.0% j	5 14.3% j	1 9.1%	2 12.5% j
Yearly	6 42.9%	8 72.7% jn	3 33.3%	0 0.0%	2 66.7%	2 33.3%	5 45.5%	3 37.5%	6 46.2%	0 0.0% b	4 33.3%	4 57.1%	21 60.0%	3 27.3% b	9 56.3%
Every few years	2 14.3%	0 0.0% ln	0 0.0% l	0 0.0%	0 0.0%	2 33.3% m	3 27.3% m	0 0.0%	2 15.4%	0 0.0%	3 25.0% m	3 42.9% bcM	1 2.9% fgkLN	4 36.4% bM	2 12.5%
Never	1 7.1%	0 0.0%	1 11.1%	0 0.0%	0 0.0%	1 16.7%	1 9.1%	1 12.5%	0 0.0%	0 0.0%	1 8.3%	0 0.0%	1 2.9%	1 9.1%	1 6.3%


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

 **Topic 5: Managing Marketing Technology**

How regularly are your company's Martech tools audited and evaluated?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Monthly	1 7.1%	1 9.1%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	1 3.7%	1 5.9%	1 12.5%	1 2.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 2.7%
Quarterly	2 14.3%	0 0.0%	3 14.3%	8 22.2%	3 30.0%	7 16.7%	4 14.8%	2 11.8%	0 0.0%	6 16.2%	4 28.6%	5 22.7%	3 25.0%	2 13.3%	5 13.5%
Bi-yearly	2 14.3%	4 36.4%	0 0.0%	8 22.2%	1 10.0%	4 9.5%	4 14.8%	3 17.6%	0 0.0%	5 13.5%	4 28.6%	4 18.2%	1 8.3%	1 6.7%	5 13.5%
Yearly	7 50.0%	5 45.5%	13 61.9%	16 44.4%	5 50.0%	20 47.6%	9 33.3%	9 52.9%	7 87.5%	17 45.9%	4 28.6%	10 45.5%	5 41.7%	5 33.3%	19 51.4%
Every few years	1 7.1%	0 0.0%	3 14.3%	2 5.6%	1 10.0%	9 21.4%	7 25.9%	1 5.9%	0 0.0%	5 13.5%	2 14.3%	2 9.1%	2 16.7%	6 40.0%	5 13.5%
Never	1 7.1%	1 9.1%	1 4.8%	2 5.6%	0 0.0%	2 4.8%	2 7.4%	1 5.9%	0 0.0%	3 8.1%	0 0.0%	1 4.5%	1 8.3%	1 6.7%	2 5.4%


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

 **Topic 6: Use of AI in Marketing**

What percent of the time is your company using generative AI in its marketing activities?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
N	202	79	49	48	26	73	61	34	21	11	75	126
Mean	7.01	6.24	8.73	5.08	9.65	5.14	5.33	7.26	13.76	16.36	6.31	7.44
SD	10.76	8.37	13.61	7.12	15.46	7.30	6.72	9.90	16.49	23.67	8.51	11.95
						DE	DE		AB	AB		


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

 **Topic 6: Use of AI in Marketing**

What percent of the time is your company using generative AI in its marketing activities?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	15	13	21	2	3	9	15	14	20	4	15	6	35	10	19
Mean	7.40	8.92	4.10	2.50	22.67	6.11	3.53	6.14	4.55	3.75	10.60	9.17	11.09	3.10	4.32
SD	15.31	11.85	5.58	3.54	11.68	7.41	3.50	7.83	5.56	4.79	15.92	9.26	15.36	3.41	6.24
			E		CfGHljNO	e	E	E	E	e				E	E

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

 **Topic 6: Use of AI in Marketing**

What percent of the time is your company using generative AI in its marketing activities?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	21	16	30	43	13	47	30	25	13	48	17	27	15	17	40
Mean	11.57	8.44	7.53	6.51	8.08	5.60	5.13	8.52	5.00	9.21	8.35	6.52	6.60	4.24	5.18
SD	15.32	18.59	10.30	8.37	8.75	9.58	7.10	11.80	7.36	14.12	12.65	7.41	15.07	4.32	6.77
	g							a							

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

Topic 6: Use of AI in Marketing

Rate the degree to which your company is managing the following challenges associated with using generative AI in marketing: (1=Not at all - 7=Very effectively).

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Ensuring that the marketing strategy that generative AI produces is a good fit for your brand	119 4.07 1.83	46 4.04 1.78	31 4.29 1.97	28 3.64 1.75	14 4.50 1.83	38 4.24 1.87	34 4.44 1.74	26 3.38 1.90	14 4.29 1.54	7 3.43 1.90	44 4.14 1.89	75 4.03 1.80
Ensuring that the marketing strategy that generative AI produces is a good fit for your target markets	120 3.96 1.82	46 3.96 1.79	32 4.22 2.03	28 3.50 1.69	14 4.29 1.68	38 4.32 1.90	35 3.89 1.81	26 3.54 1.84	14 4.21 1.53	7 3.43 1.90	45 4.00 1.78	75 3.93 1.86
Implementing security measures to protect customer information	120 3.93 2.24	46 4.30 2.12	32 3.53 2.63	28 3.86 1.92	14 3.79 2.29	38 4.18 2.44	35 3.49 2.15	26 4.31 2.11	14 4.07 2.34	7 3.14 1.77	46 3.74 2.27	74 4.05 2.22
Understanding how content or decisions are being made	120 3.57 1.73	48 3.54 1.52	31 3.45 1.96	27 3.59 1.82	14 3.86 1.88	40 3.75 1.86	34 3.56 1.76	26 3.50 1.56	13 3.54 1.85	7 2.86 1.46	46 3.43 1.70	74 3.65 1.76
Reducing susceptibility to attacks by malicious actors	121 3.31 2.13	47 3.19 2.07	32 3.34 2.48	28 3.39 1.89	14 3.43 2.14	39 3.28 2.27	35 2.77 1.91	26 3.73 2.13	14 4.07 2.30	7 3.00 1.83	46 3.17 2.19	75 3.39 2.10
Investing in hiring and building expertise necessary to use generative AI	120 2.98 1.68	46 3.13 1.61	32 2.72 1.94	28 2.79 1.37	14 3.50 1.79	38 3.21 1.89	35 2.63 1.50	26 3.00 1.65	14 3.14 1.51	7 3.14 1.86	45 2.80 1.65	75 3.09 1.69
Minimizing bias and ensuring fairness	121 2.60 1.68	48 2.46 1.49	32 2.53 1.93	28 2.71 1.67	13 3.08 1.75	40 2.67 1.85	35 2.34 1.57	26 2.92 1.60	13 2.46 1.61	7 2.57 1.81	47 2.55 1.67	74 2.64 1.69
Investing in hardware necessary for generative AI to work well	121 2.44 1.58	47 2.13 1.47	32 2.34 1.82	28 2.64 1.31	14 3.29 1.64	39 2.33 1.64	35 2.14 1.54	26 2.69 1.59	14 2.93 1.49	7 2.57 1.62	46 2.26 1.53	75 2.55 1.61

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

Topic 6: Use of AI in Marketing

Rate the degree to which your company is managing the following challenges associated with using generative AI in marketing: (1=Not at all - 7=Very effectively).


N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Ensuring that the marketing strategy that generative AI produces is a good fit for your brand	7 4.29 1.70	9 4.56 2.19	10 3.40 1.90	1 5.00 ---	3 3.33 2.08	4 4.00 2.45	9 3.56 1.88	8 4.00 2.00	9 3.89 2.03	2 3.00 2.83	10 5.50 0.97	5 4.20 1.92	26 4.27 1.64	6 3.17 1.94	9 3.67 1.94
Ensuring that the marketing strategy that generative AI produces is a good fit for your target markets	7 3.86 1.46	9 4.33 2.12	10 3.30 2.00	1 6.00 ---	3 2.67 1.53	4 4.25 2.63	9 4.11 1.54	8 4.00 2.00	9 3.89 2.03	2 2.50 2.12	11 4.82 1.94	5 3.80 1.92	26 4.27 1.69	6 3.33 1.97	9 3.22 1.56
Implementing security measures to protect customer information	7 3.29 1.50	9 3.56 2.19	10 3.40 1.84	1 6.00 ---	3 5.00 3.46	4 2.25 2.50	9 3.56 2.30	7 4.14 2.19	10 3.60 1.96	2 2.00 0.00	11 4.73 2.69	5 4.40 1.95	26 4.15 2.54	6 4.00 2.68	9 4.56 1.94
Understanding how content or decisions are being made	6 3.17 1.47	9 4.11 1.54	10 3.10 1.66	1 6.00 ---	3 3.00 3.46	4 2.00 2.00	9 3.78 1.79	9 3.67 1.66	10 3.80 1.87	2 2.50 2.12	11 3.91 1.97	5 4.20 1.30	26 3.73 1.54	6 2.00 1.55	8 3.88 1.73
Reducing susceptibility to attacks by malicious actors	7 3.14 1.95	9 2.56 1.59	10 3.20 1.81	1 7.00 ---	3 5.00 3.46	4 2.25 2.50	9 2.33 1.73	8 3.13 2.30	10 3.30 2.16	2 1.50 0.71	11 4.36 2.42	5 4.40 1.95	26 3.04 2.18	6 3.67 2.80	9 3.89 1.69
Investing in hiring and building expertise necessary to use generative AI	7 3.00 1.63	9 3.00 1.87	10 2.90 1.45	1 6.00 ---	3 4.00 1.00	4 4.00 2.45	9 2.44 1.42	8 2.75 1.98	9 3.22 1.56	2 1.50 0.71	11 3.36 2.25	5 3.20 1.92	26 3.04 1.59	6 1.83 0.75	9 2.67 1.58
Minimizing bias and ensuring fairness	6 2.50 1.76 1	9 2.33 1.41 L	10 2.50 1.43 1	1 6.00 ---	3 1.00 0.00	4 1.00 0.00	9 2.78 1.30 1	9 2.33 1.80 1	10 2.50 1.18 L	2 1.50 0.71 1	11 3.64 2.38 aBcghl	5 4.80 1.30 MN	26 2.54 1.63 L	6 1.50 1.22 L	9 2.78 1.56 1
Investing in hardware necessary for generative AI to work well	7 2.29 1.38	9 2.22 1.39	10 2.50 1.27	1 6.00 ---	3 2.33 1.53	4 2.75 1.71	9 2.22 1.64	8 2.00 1.31	10 2.60 1.71	2 1.00 0.00	11 3.45 2.30	5 3.00 1.87	26 1.88 1.34	6 2.33 1.21	9 3.00 1.66

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

Topic 6: Use of AI in Marketing

Rate the degree to which your company is managing the following challenges associated with using generative AI in marketing: (1=Not at all - 7=Very effectively).


N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Ensuring that the marketing strategy that generative AI produces is a good fit for your brand	15 4.53 1.85	7 3.57 2.15	18 4.61 1.91	28 3.86 1.78	10 4.30 1.49	25 3.80 1.85	15 3.73 1.87	17 4.06 2.05	6 5.33 1.37	29 3.93 1.91	12 4.42 1.31	16 4.00 1.79	9 3.78 2.11	9 3.78 1.56	21 4.00 2.00
Ensuring that the marketing strategy that generative AI produces is a good fit for your target markets	15 4.60 1.76	7 3.43 2.07	18 4.17 2.09	28 3.79 1.85	10 4.40 1.35	26 3.50 1.82	15 4.00 1.65	17 4.18 2.01	6 5.33 1.37 cg	29 3.59 1.99 b	12 4.08 1.31	16 4.06 1.77	9 3.67 1.94	10 3.30 1.70 b	21 4.19 1.81
Implementing security measures to protect customer information	15 3.73 2.34	7 3.00 2.77	18 4.94 2.34 d	27 3.33 2.27 c	10 4.00 1.83	27 4.00 2.25	15 4.07 1.67	17 3.82 2.48	6 3.33 2.58	29 4.21 2.44	12 4.00 2.04	15 3.67 2.26	9 3.33 2.29	11 3.82 2.52	21 4.29 1.76
Understanding how content or decisions are being made	15 3.87 1.73	7 3.14 1.86	18 3.44 1.95	28 3.32 1.79	10 4.20 0.92	27 3.56 1.95	14 3.64 1.50	17 3.71 1.76	6 4.17 2.23	29 3.00 1.79 h	12 3.67 1.23	16 3.88 1.54	9 3.33 1.66	11 3.09 1.81	20 4.15 1.81 c
Reducing susceptibility to attacks by malicious actors	15 3.20 2.18 b	7 1.29 0.49 acEFG	18 3.78 2.49 b	28 2.68 2.06	10 4.00 1.83 B	27 3.56 2.08 B	15 3.80 1.86 B	17 3.24 2.33	6 1.83 0.75 h	29 3.03 2.38	12 3.42 1.78	16 3.44 2.10	9 3.33 2.18	11 3.36 2.20	21 3.95 2.06 b
Investing in hiring and building expertise necessary to use generative AI	15 3.80 1.90 Bd	7 1.43 0.79 ACefG	18 3.94 1.76 BDf	28 2.43 1.55 aC	10 3.00 1.41 b	26 2.73 1.59 bc	15 3.20 1.37 B	17 3.53 1.87	6 3.50 1.87	29 2.83 1.85	12 2.67 1.37	16 2.38 1.63	9 2.78 1.39	10 2.80 1.23	21 3.43 1.66
Minimizing bias and ensuring fairness	15 2.27 1.62	7 2.43 1.81	18 2.78 2.07	27 2.22 1.50	11 3.27 1.62	27 2.67 1.64	15 3.00 1.60	17 2.00 1.37 h	6 2.17 1.47	29 2.76 2.01	11 2.73 1.35	17 2.41 1.46	9 2.33 1.66	11 2.45 1.75	21 3.29 1.71 a
Investing in hardware necessary for generative AI to work well	15 2.60 1.68	7 1.29 0.49 G	18 2.72 1.84	28 1.93 1.44 g	10 2.60 1.71	27 2.44 1.53	15 3.13 1.36 Bd	17 2.47 1.77	6 2.17 1.17	29 2.21 1.72	12 2.17 1.34	16 2.31 1.40	9 2.22 1.79	11 2.55 1.37	21 3.10 1.64
Significance Tests Between Columns:	Lower case: p<.05							Upper case: p<.01							

 **Topic 6: Use of AI in Marketing**

Which statement best describes the use of Large Language Models (LLM) in your company?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
We haven't evaluated or used these tools	81 38.9%	35 41.2%	18 37.5%	18 37.5%	10 37.0%	32 42.7% c	31 49.2% Cd	7 20.6% aB	4 20.0% b	5 45.5%	29 36.7%	52 40.9%
We are evaluating these tools	65 31.3%	22 25.9%	13 27.1%	19 39.6%	11 40.7%	25 33.3%	14 22.2%	13 38.2%	9 45.0% e	1 9.1% d	23 29.1%	41 32.3%
We are piloting these tools	42 20.2%	20 23.5%	11 22.9%	7 14.6%	4 14.8%	13 17.3%	12 19.0%	11 32.4%	3 15.0%	3 27.3%	20 25.3%	22 17.3%
We are using these tools in our work	20 9.6%	8 9.4%	6 12.5%	4 8.3%	2 7.4%	5 6.7%	6 9.5%	3 8.8%	4 20.0%	2 18.2%	7 8.9%	12 9.4%


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

 **Topic 6: Use of AI in Marketing**

Which statement best describes the use of Large Language Models (LLM) in your company?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
We haven't evaluated or used these tools	7 41.2%	6 46.2%	9 42.9%	0 0.0%	2 50.0%	3 33.3%	7 43.8%	6 42.9%	9 42.9%	3 75.0%	7 43.8%	1 16.7%	10 27.8%	4 40.0%	7 38.9%
We are evaluating these tools	5 29.4%	3 23.1%	6 28.6%	2 100.0%	0 0.0%	4 44.4%	5 31.3%	4 28.6%	6 28.6%	0 0.0%	5 31.3%	1 16.7%	13 36.1%	5 50.0%	5 27.8%
We are piloting these tools	4 23.5%	1 7.7%	4 19.0%	0 0.0%	1 25.0%	2 22.2%	4 25.0%	2 14.3%	6 28.6%	0 0.0%	2 12.5%	2 33.3%	9 25.0%	1 10.0%	4 22.2%
We are using these tools in our work	1 5.9%	3 23.1%	2 9.5%	0 0.0%	1 25.0%	0 0.0%	0 0.0%	2 14.3%	0 0.0%	1 25.0%	2 12.5%	2 33.3%	4 11.1%	0 0.0%	2 11.1%


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

 **Topic 6: Use of AI in Marketing**

Which statement best describes the use of Large Language Models (LLM) in your company?

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
We haven't evaluated or used these tools	11 47.8%	8 53.3%	16 53.3%	21 48.8%	3 21.4%	13 26.5%	7 21.9%	13 48.1%	8 61.5%	28 59.6%	3 17.6%	11 36.7%	3 20.0%	7 41.2%	8 19.0%
	g	g	fg	fg		cd	abcd	dh	dfH	DFH	abC		bC		aBC
We are evaluating these tools	6 26.1%	6 40.0%	6 20.0%	6 14.0%	4 28.6%	23 46.9%	14 43.8%	7 25.9%	3 23.1%	5 10.6%	6 35.3%	11 36.7%	8 53.3%	7 41.2%	18 42.9%
		d	f	bFG		cD	D			dEFGH	c	C	C	C	C
We are piloting these tools	3 13.0%	0 0.0%	5 16.7%	11 25.6%	3 21.4%	11 22.4%	9 28.1%	4 14.8%	1 7.7%	9 19.1%	5 29.4%	3 10.0%	4 26.7%	3 17.6%	13 31.0%
		dfg		b		b	b					h			e
We are using these tools in our work	3 13.0%	1 6.7%	3 10.0%	5 11.6%	4 28.6%	2 4.1%	2 6.3%	3 11.1%	1 7.7%	5 10.6%	3 17.6%	5 16.7%	0 0.0%	0 0.0%	3 7.1%
					Fg	E	e								

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

 **Topic 6: Use of AI in Marketing**

Select the response that best captures what you believe about how transformative LLM is or will be for your marketing organization?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
It is already transforming our organization	27 13.0%	11 13.1%	9 18.8%	4 8.2%	3 11.1%	12 16.0%	5 7.9%	5 15.2%	2 9.5%	2 18.2%	12 15.2%	15 11.8%
The technology still needs to mature before it transforms our organization	75 36.1%	29 34.5%	18 37.5%	17 34.7%	11 40.7%	27 36.0%	21 33.3%	13 39.4%	9 42.9%	4 36.4%	29 36.7%	45 35.4%
I'm not sure if it will transform our organization	52 25.0%	22 26.2%	10 20.8%	14 28.6%	6 22.2%	18 24.0%	15 23.8%	10 30.3%	8 38.1%	0 0.0%	21 26.6%	30 23.6%
It won't transform our organization	10 4.8%	2 2.4%	3 6.3%	3 6.1%	2 7.4%	4 5.3%	3 4.8%	2 6.1%	0 0.0%	0 0.0%	4 5.1%	6 4.7%
I am not familiar with LLM	44 21.2%	20 23.8%	8 16.7%	11 22.4%	5 18.5%	14 18.7%	19 30.2%	3 9.1%	2 9.5%	5 45.5%	13 16.5%	31 24.4%

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

Topic 6: Use of AI in Marketing

Select the response that best captures what you believe about how transformative LLM is or will be for your marketing organization?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
It is already transforming our organization	1 5.9%	3 23.1%	2 10.0%	1 50.0%	0 0.0%	2 22.2%	0 0.0%	0 0.0%	3 14.3%	0 0.0%	5 31.3%	1 16.7%	7 19.4%	1 10.0%	0 0.0%
The technology still needs to mature before it transforms our organization	9 52.9%	3 23.1%	6 30.0%	0 0.0%	2 50.0%	2 22.2%	8 50.0%	3 21.4%	2 9.5%	1 25.0%	5 31.3%	4 66.7%	15 41.7%	7 70.0%	8 42.1%
I'm not sure if it will transform our organization	3 17.6%	4 30.8%	7 35.0%	1 50.0%	1 25.0%	3 33.3%	4 25.0%	7 50.0%	8 38.1%	0 0.0%	1 6.3%	0 0.0%	10 27.8%	0 0.0%	3 15.8%
It won't transform our organization	0 0.0%	1 7.7%	1 5.0%	0 0.0%	1 25.0%	0 0.0%	1 6.3%	0 0.0%	1 4.8%	0 0.0%	1 6.3%	0 0.0%	1 2.8%	1 10.0%	2 10.5%
I am not familiar with LLM	4 23.5%	2 15.4%	4 20.0%	0 0.0%	0 0.0%	2 22.2%	3 18.8%	4 28.6%	7 33.3%	3 75.0%	4 25.0%	1 16.7%	3 8.3%	1 10.0%	6 31.6%


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

Topic 6: Use of AI in Marketing

Select the response that best captures what you believe about how transformative LLM is or will be for your marketing organization?

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
It is already transforming our organization	5 21.7%	1 6.7%	5 16.7%	3 6.8%	2 14.3%	7 14.3%	4 12.5%	5 18.5%	1 7.7%	6 12.8%	2 11.8%	2 6.7%	2 13.3%	2 11.8%	7 16.7%
The technology still needs to mature before it transforms our organization	5 21.7%	5 33.3%	9 30.0%	14 31.8%	5 35.7%	19 38.8%	18 56.3%	5 18.5%	4 30.8%	13 27.7%	10 58.8%	12 40.0%	4 26.7%	8 47.1%	19 45.2%
	g		g	g			acd	Dgh		d	Ac			a	a
I'm not sure if it will transform our organization	5 21.7%	7 46.7%	4 13.3%	12 27.3%	4 28.6%	14 28.6%	5 15.6%	8 29.6%	4 30.8%	8 17.0%	3 17.6%	10 33.3%	7 46.7%	4 23.5%	8 19.0%
		cg	b				b			f			ch		f
It won't transform our organization	3 13.0%	0 0.0%	2 6.7%	2 4.5%	0 0.0%	3 6.1%	0 0.0%	2 7.4%	1 7.7%	4 8.5%	0 0.0%	1 3.3%	0 0.0%	0 0.0%	2 4.8%
	g						a								
I am not familiar with LLM	5 21.7%	2 13.3%	10 33.3%	13 29.5%	3 21.4%	6 12.2%	5 15.6%	7 25.9%	3 23.1%	16 34.0%	2 11.8%	5 16.7%	2 13.3%	3 17.6%	6 14.3%
			f	f		cd				h					c


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

 **Topic 6: Use of AI in Marketing**

To what extent are blockchain technologies affecting your company’s marketing strategies? (1=Not at all - Regularly)

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Currently	201	79	47	48	27	73	62	31	20	11	74	125
	1.35	1.25	1.51	1.38	1.30	1.42	1.29	1.39	1.45	1.00	1.42	1.31
	0.94	0.81	1.12	1.04	0.78	1.07	0.84	1.02	1.00	0.00	0.94	0.95
In 1 Year	200	78	47	48	27	72	62	31	20	11	73	125
	1.64	1.42	1.81	1.79	1.70	1.61	1.71	1.77	1.65	1.18	1.75	1.58
	1.21	1.03	1.41	1.34	1.07	1.28	1.18	1.31	1.27	0.60	1.26	1.19
In 5 years	199	78	47	47	27	72	62	31	19	11	73	124
	2.19	1.90	2.40	2.40	2.26	2.19	2.35	2.19	2.26	1.27	2.33	2.12
	1.63	1.45	1.83	1.66	1.68	1.73	1.71	1.51	1.59	0.65	1.74	1.57


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

 **Topic 6: Use of AI in Marketing**

To what extent are blockchain technologies affecting your company’s marketing strategies? (1=Not at all - Regularly)

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Currently	15 1.60 1.45	13 1.54 0.97	20 1.50 1.00	2 1.00 0.00	4 1.00 0.00	9 1.56 1.13	15 1.47 1.25	14 1.36 0.74	20 1.30 0.98	4 1.50 1.00	16 1.56 1.26	6 1.17 0.41	34 1.00 0.00	10 1.10 0.32	18 1.22 0.73
In 1 Year	15 1.80 1.82	13 1.92 1.26 M	20 1.95 1.19 M	2 1.00 0.00	4 1.00 0.00	8 1.38 1.06	15 1.87 1.25 M	14 1.64 1.28	20 1.50 1.28	4 2.00 1.15 m	16 2.00 1.55 M	6 1.33 0.52	34 1.18 0.52 BCGjKo	10 1.50 1.08	18 1.67 1.08 m
In 5 years	15 2.27 1.83	13 2.69 1.80	19 2.47 1.61	2 1.00 0.00	4 1.75 1.50	8 1.50 1.41	15 2.00 1.56	14 2.07 1.98	20 2.00 1.62	4 2.50 1.29	16 2.63 2.06	6 1.83 1.33	34 1.88 1.25	10 2.30 1.83	18 2.39 1.58


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

 **Topic 6: Use of AI in Marketing**

To what extent are blockchain technologies affecting your company’s marketing strategies? (1=Not at all - Regularly)

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Currently	23 1.22 0.67	15 1.00 0.00	30 1.37 1.00	43 1.47 1.01	14 1.00 0.00	46 1.39 1.06	30 1.53 1.17	27 1.22 0.80	13 1.00 0.00	46 1.57 1.22	17 1.35 0.86	27 1.26 0.66	15 1.33 1.05	15 1.47 1.25	41 1.32 0.85
In 1 Year	23 1.43 0.95	15 1.13 0.35	29 1.55 0.95	43 1.72 1.33	14 1.07 0.27	46 1.80 1.42	30 2.03 1.47	27 1.37 0.74	13 1.15 0.38	45 1.76 1.48	17 1.82 1.24	27 1.48 1.01	15 1.47 1.36	15 2.00 1.60	41 1.80 1.19
In 5 years	23 1.87 1.49	14 2.00 1.18	29 1.86 1.41	43 2.33 1.77	14 1.36 0.74	46 2.46 1.87	30 2.60 1.69	26 1.65 1.13	13 1.92 1.19	45 2.27 1.78	17 2.18 1.67	27 2.19 1.73	15 2.00 1.69	15 2.53 1.96	41 2.46 1.64

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

 **Topic 6: Use of AI in Marketing**

Rate how the use of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company:

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Sales productivity	116 5.13 7.53	45 3.11 5.33 Cd	31 4.35 7.68	27 8.44 9.20 A	13 7.08 7.92 a	38 4.13 6.93	33 4.76 6.29	25 7.60 10.78	14 5.79 5.06	6 1.67 4.08	42 5.48 7.19	73 4.93 7.81
Marketing overhead costs	116 6.97 8.91	45 6.69 9.68	31 7.65 8.30	27 6.59 7.18	13 7.15 11.45	38 6.89 9.65	33 7.15 7.95	25 7.16 8.58	14 6.07 10.77	6 7.83 8.50	42 4.95 5.71	73 8.16 10.21
Customer satisfaction	116 6.12 12.73	45 3.56 5.99 Cd	31 3.32 8.09 c	27 11.48 18.11 Ab	13 10.54 20.38 a	38 4.76 8.28	33 6.58 11.80	25 4.76 7.26	14 12.36 26.78	6 3.33 8.16	42 3.95 5.45	73 7.45 15.38

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

Topic 6: Use of AI in Marketing

Rate how the use of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company:

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Sales productivity	7 3.14 5.55 e	9 5.67 8.38	9 7.11 8.30	1 30.00 ---	3 13.33 5.77 afgIIM	5 3.60 4.04 e	9 2.22 6.67 e	8 6.25 6.94	9 3.33 4.33 E	2 0.50 0.71	11 6.91 10.73	4 1.25 2.50 e	25 3.48 5.50 En	4 11.25 13.15 m	9 6.22 7.31
Marketing overhead costs	7 12.57 14.19	9 10.22 10.08 i	9 6.44 5.66	1 20.00 ---	3 1.67 2.89	5 11.00 13.42	9 4.67 8.35	8 3.38 3.54	9 2.78 2.64 b	2 2.50 3.54	11 7.27 8.17	4 1.75 2.36	25 9.60 11.17	4 2.50 2.89	9 5.56 6.19
Customer satisfaction	7 12.43 27.83	9 5.00 6.61 e	9 8.89 15.96	1 20.00 ---	3 32.67 37.63 bhikM	5 1.60 2.07	9 5.56 13.33	8 4.38 4.96 e	9 2.22 2.64 e	2 5.00 7.07	11 4.55 6.88 e	4 2.50 5.00	25 3.60 6.54 E	4 11.25 22.50	9 6.89 8.85

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

Topic 6: Use of AI in Marketing

Rate how the use of AI in marketing has affected the following outcomes. In each case, note the percentage improvement experienced in your company:

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Sales productivity	15 7.33 10.33	7 1.57 3.74	18 3.28 5.36 e	26 4.73 6.24	10 10.70 11.71 cF	26 3.35 4.63 E	14 7.00 8.96	17 5.94 10.00	6 0.83 2.04	28 3.71 5.68	11 6.00 6.93	16 7.50 8.16 g	9 3.33 4.80	9 1.11 2.20 eh	20 7.95 9.51 g
Marketing overhead costs	15 8.00 9.41	7 10.86 9.14	18 9.06 9.59	26 6.46 10.54	10 6.50 7.84	26 5.38 8.36	14 5.50 5.81	17 6.35 9.33 b	6 16.67 5.16 aDEGH	28 9.25 11.53	11 2.45 3.36 B	16 5.00 6.06 B	9 8.67 12.44	9 3.89 4.17 B	20 6.10 6.66 B
Customer satisfaction	15 8.67 19.22	7 4.29 7.87	18 4.89 10.29	26 5.77 11.09	10 10.00 15.46	26 6.15 14.79	14 3.71 4.03	17 9.41 19.83	6 1.67 4.08	28 5.04 10.42	11 9.09 14.97	16 4.38 7.04	9 9.67 24.72	9 4.44 5.83	20 5.10 5.30

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

 **Topic 7: Marketing Leadership**

What is marketing primarily responsible for in your company?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Brand	191 87.2%	80 90.9%	41 78.8%	45 90.0%	25 86.2%	70 87.5%	55 85.9%	32 91.4%	19 82.6%	10 83.3%	76 90.5%	113 85.0%
Digital marketing	191 87.2%	76 86.4%	43 82.7%	49 98.0%	23 79.3%	67 83.8%	58 90.6%	32 91.4%	21 91.3%	9 75.0%	77 91.7%	112 84.2%
Advertising	182 83.1%	75 85.2%	39 75.0%	47 94.0%	21 72.4%	61 76.3%	56 87.5%	30 85.7%	19 82.6%	11 91.7%	70 83.3%	110 82.7%
Social media	180 82.2%	76 86.4%	41 78.8%	42 84.0%	21 72.4%	64 80.0%	54 84.4%	30 85.7%	18 78.3%	9 75.0%	71 84.5%	108 81.2%
Marketing analytics	167 76.3%	70 79.5%	37 71.2%	37 74.0%	23 79.3%	56 70.0%	52 81.3%	30 85.7%	17 73.9%	8 66.7%	64 76.2%	101 75.9%
Lead generation	155 70.8%	65 73.9%	41 78.8%	30 60.0%	19 65.5%	57 71.3%	44 68.8%	21 60.0%	18 78.3%	10 83.3%	61 72.6%	92 69.2%
Marketing research	154 70.3%	66 75.0%	35 67.3%	34 68.0%	19 65.5%	49 61.3%	49 76.6%	29 82.9%	15 65.2%	8 66.7%	59 70.2%	94 70.7%
Promotion	152 69.4%	63 71.6%	34 65.4%	37 74.0%	18 62.1%	53 66.3%	46 71.9%	25 71.4%	15 65.2%	9 75.0%	59 70.2%	92 69.2%
Positioning	145 66.2%	66 75.0%	29 55.8%	36 72.0%	14 48.3%	51 63.8%	45 70.3%	22 62.9%	12 52.2%	11 91.7%	56 66.7%	87 65.4%
Marketing technology	144 65.8%	55 62.5%	32 61.5%	39 78.0%	18 62.1%	46 57.5%	44 68.8%	26 74.3%	16 69.6%	9 75.0%	50 59.5%	93 69.9%
Public relations	132 60.3%	58 65.9%	33 63.5%	26 52.0%	15 51.7%	47 58.8%	39 60.9%	23 65.7%	11 47.8%	8 66.7%	52 61.9%	78 58.6%
Customer insight	120 54.8%	37 42.0%	30 57.7%	37 74.0%	16 55.2%	38 47.5%	36 56.3%	27 77.1%	11 47.8%	6 50.0%	41 48.8%	79 59.4%

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

 **Topic 7: Marketing Leadership**

What is marketing primarily responsible for in your company?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Competitive intelligence	103 47.0%	47 53.4% d	19 36.5% c	29 58.0% bd	8 27.6% ac	36 45.0%	32 50.0%	22 62.9% D	6 26.1% C	5 41.7%	41 48.8%	61 45.9%
Customer experience	96 43.8%	30 34.1% C	22 42.3%	29 58.0% A	15 51.7%	31 38.8%	31 48.4%	17 48.6%	11 47.8%	3 25.0%	34 40.5%	61 45.9%
Revenue growth	90 41.1%	34 38.6%	16 30.8% c	26 52.0% b	14 48.3%	31 38.8%	26 40.6%	18 51.4%	8 34.8%	7 58.3%	28 33.3%	61 45.9%
Customer relationship management	79 36.1%	22 25.0% Cd	17 32.7% c	27 54.0% Ab	13 44.8% a	26 32.5%	24 37.5%	14 40.0%	10 43.5%	4 33.3%	24 28.6%	55 41.4%
Market entry strategies	75 34.2%	34 38.6% b	11 21.2% aC	23 46.0% B	7 24.1%	25 31.3%	21 32.8%	13 37.1%	10 43.5%	4 33.3%	28 33.3%	46 34.6%
e-commerce	70 32.0%	26 29.5% C	13 25.0% C	27 54.0% ABD	4 13.8% C	5 6.3% BCDE	30 46.9% A	18 51.4% A	11 47.8% A	5 41.7% A	20 23.8% b	49 36.8% a
New products or new services	68 31.1%	28 31.8%	12 23.1% c	21 42.0% b	7 24.1%	19 23.8% b	27 42.2% ae	13 37.1%	7 30.4%	1 8.3% b	23 27.4%	45 33.8%
Innovation	62 28.3%	22 25.0% c	12 23.1% c	23 46.0% abd	5 17.2% c	16 20.0% c	22 34.4%	14 40.0% a	7 30.4%	2 16.7%	18 21.4%	44 33.1%
Pricing	55 25.1%	25 28.4% b	7 13.5% ac	15 30.0% b	8 27.6%	14 17.5% C	17 26.6%	16 45.7% A	5 21.7%	2 16.7%	20 23.8%	35 26.3%

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

 **Topic 7: Marketing Leadership**

What is marketing primarily responsible for in your company?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Sales	53 24.2%	11 12.5% CD	12 23.1% d	17 34.0% A	13 44.8% Ab	17 21.3%	17 26.6%	8 22.9%	9 39.1%	2 16.7%	16 19.0%	37 27.8%
Market selection	52 23.7%	22 25.0%	8 15.4% c	18 36.0% bd	4 13.8% c	15 18.8%	17 26.6%	10 28.6%	8 34.8%	1 8.3%	21 25.0%	31 23.3%
Talent acquisition and retention	42 19.2%	18 20.5%	8 15.4%	11 22.0%	5 17.2%	11 13.8%	14 21.9%	7 20.0%	5 21.7%	3 25.0%	18 21.4%	24 18.0%
Privacy	25 11.4%	12 13.6%	5 9.6%	6 12.0%	2 6.9%	5 6.3% b	12 18.8% a	4 11.4%	4 17.4%	0 0.0%	14 16.7%	11 8.3%
Customer service	21 9.6%	4 4.5% c	5 9.6%	8 16.0% a	4 13.8%	2 2.5% bcde	8 12.5% a	5 14.3% a	3 13.0% a	2 16.7% a	6 7.1%	15 11.3%
Sustainability	20 9.1%	7 8.0%	4 7.7%	7 14.0%	2 6.9%	3 3.8% B	11 17.2% A	3 8.6%	3 13.0%	0 0.0%	8 9.5%	12 9.0%
Distribution	9 4.1%	2 2.3% d	2 3.8%	1 2.0% d	4 13.8% ac	3 3.8% E	1 1.6% E	0 0.0% E	1 4.3%	3 25.0% ABC	2 2.4%	7 5.3%
Stock market performance	3 1.4%	2 2.3%	0 0.0%	1 2.0%	0 0.0%	1 1.3%	2 3.1%	0 0.0%	0 0.0%	0 0.0%	1 1.2%	2 1.5%

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

Topic 7: Marketing Leadership

What is marketing primarily responsible for in your company?

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	
Social media	17 100.0% Degkn	11 84.6%	18 85.7%	1 50.0% A	3 60.0%	7 77.8%	14 77.8% a	13 86.7%	18 85.7%	4 100.0%	13 72.2% a	7 87.5%	31 81.6%	7 70.0% a	15 78.9%	
Brand	16 94.1% n	9 69.2% ghm	19 90.5%	2 100.0%	3 60.0% ghm	7 77.8%	18 100.0% befiN	15 100.0% bein	16 76.2% ghm	4 100.0%	15 83.3%	7 87.5%	36 94.7% beiN	6 60.0% aGhM	17 89.5%	
Digital marketing	16 94.1%	10 76.9%	20 95.2%	2 100.0%	4 80.0%	7 77.8%	15 83.3%	13 86.7%	18 85.7%	4 100.0%	14 77.8%	8 100.0%	33 86.8%	9 90.0%	17 89.5%	
Marketing analytics	15 88.2% k	10 76.9%	17 81.0%	1 50.0%	4 80.0%	5 55.6%	16 88.9% k	9 60.0%	15 71.4%	4 100.0%	10 55.6% agm	6 75.0%	31 81.6% k	9 90.0%	14 73.7%	
Promotion	15 88.2% dfk	10 76.9%	16 76.2% dk	0 0.0% achm	3 60.0%	4 44.4% a	13 72.2%	12 80.0% dk	14 66.7%	3 75.0%	8 44.4% achm	5 62.5%	28 73.7% dk	7 70.0%	13 68.4%	
Advertising	15 88.2% k	9 69.2% h	19 90.5% K	2 100.0%	4 80.0%	7 77.8%	15 83.3% k	15 100.0% bK	18 85.7% k	3 75.0%	9 50.0% aCgHiMo	6 75.0%	34 89.5% K	8 80.0%	17 89.5% k	
Marketing research	13 76.5% dk	9 69.2%	17 81.0% dk	0 0.0% acgimo	4 80.0%	4 44.4%	14 77.8% dk	10 66.7%	16 76.2% dk	3 75.0%	7 38.9% acgiMno	5 62.5%	29 76.3% dK	8 80.0% k	14 73.7% dk	
Marketing technology	13 76.5% F	9 69.2% f	14 66.7% F	2 100.0% f	4 80.0% f	1 11.1% AbCdegilM NO	11 61.1% f	8 53.3%	12 57.1% f	2 50.0%	9 50.0% o	6 75.0% f	28 73.7% F	8 80.0% F	16 84.2% Fk	
Lead generation	12 70.6% cm	10 76.9% C aBeFHiKIM n	6 28.6%	2 100.0%	4 80.0% c	8 88.9% C	10 55.6% M	13 86.7% C	13 61.9% cM	2 50.0% M	13 72.2% Cm	6 75.0% c	36 94.7% aCGJkO	8 80.0% c	11 57.9% M	
Public relations	11 64.7%	9 69.2%	13 61.9%	1 50.0%	2 40.0%	4 44.4% m	11 61.1%	6 40.0% M	14 66.7%	3 75.0%	8 44.4% m	6 75.0%	30 78.9% fHkno	4 40.0% m	9 47.4% m	

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Topic 7: Marketing Leadership

What is marketing primarily responsible for in your company?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Customer insight	11 64.7% M	6 46.2% c	18 85.7% beFkMn	2 100.0% m	2 40.0% c	3 33.3% C	11 61.1% M	10 66.7% M	14 66.7% M	3 75.0% m	10 55.6% cM	5 62.5% m	7 18.4% ACdGHjkl O	4 40.0% c	13 68.4% M
Positioning	10 58.8% m	6 46.2% M	13 61.9% m	1 50.0%	4 80.0%	3 33.3% giM	14 77.8% fk	11 73.3%	16 76.2% fk	2 50.0% m	7 38.9% giM	5 62.5%	34 89.5% aBcFjKN	5 50.0% M	13 68.4%
Customer relationship management	9 52.9% m	4 30.8% o	7 33.3% o	1 50.0%	1 20.0% o	2 22.2% o	7 38.9% o	6 40.0%	7 33.3% o	1 25.0%	6 33.3% o	3 37.5%	7 18.4% aO	3 30.0% o	14 73.7% bcefgikMn
Customer experience	8 47.1%	4 30.8% i	11 52.4% m	2 100.0% m	2 40.0%	3 33.3%	11 61.1% M	7 46.7%	14 66.7% bkM	1 25.0%	6 33.3% i	3 37.5%	9 23.7% cdGIo	4 40.0%	10 52.6% m
Revenue growth	7 41.2%	7 53.8%	13 61.9% fijk	1 50.0%	3 60.0%	1 11.1% co	9 50.0%	7 46.7%	6 28.6% c	0 0.0% c	5 27.8% c	2 25.0%	15 39.5%	3 30.0%	10 52.6% f
e-commerce	6 35.3%	2 15.4% cO	13 61.9% bFgHklM	0 0.0%	1 20.0%	0 0.0% CnO	5 27.8% co	1 6.7% CnO	7 33.3% o	1 25.0%	4 22.2% cO	1 12.5% co	10 26.3% CO	5 50.0% fh	13 68.4% BFgHiKlM
Market entry strategies	6 35.3%	6 46.2% k	9 42.9% k	0 0.0%	3 60.0% k	1 11.1% h	8 44.4% k	9 60.0% fjKn	6 28.6%	0 0.0% h	2 11.1% bcegH	3 37.5%	14 36.8%	1 10.0% h	6 31.6%
Competitive intelligence	5 29.4% C	6 46.2%	16 76.2% AfJKn	1 50.0%	2 40.0%	3 33.3% c	10 55.6% k	9 60.0% jk	11 52.4% k	0 0.0% Cho	3 16.7% Cghimo	3 37.5%	19 50.0% k	3 30.0% c	11 57.9% jk
Sales	4 23.5% dgm	7 53.8% GM	5 23.8% dgm	2 100.0% acfGIM	2 40.0% gm	1 11.1% d	0 0.0% aBcDeHlKO	4 26.7% gm	8 38.1% GM	0 0.0%	6 33.3% gM	1 12.5% d	2 5.3% aBcDeHlKO	2 20.0%	9 47.4% GM

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

Topic 7: Marketing Leadership

What is marketing primarily responsible for in your company?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Market selection	4 23.5%	5 38.5% f	9 42.9% fk	0 0.0%	2 40.0%	0 0.0% bch	3 16.7% h	8 53.3% fgikmn	4 19.0% h	0 0.0%	2 11.1% ch	1 12.5%	8 21.1% h	1 10.0% h	5 26.3%
Talent acquisition and retention	4 23.5%	4 30.8% m	7 33.3% mn	0 0.0%	1 20.0%	2 22.2%	4 22.2%	1 6.7%	5 23.8%	1 25.0%	3 16.7%	3 37.5% mn	3 7.9% bcl	0 0.0% cl	3 15.8%
Innovation	3 17.6% C	5 38.5% fk	15 71.4% AFGHjKMn O	0 0.0%	2 40.0%	0 0.0% bCiI	5 27.8% C	3 20.0% C	9 42.9% fk	0 0.0% c	1 5.6% bCiI	4 50.0% fk	8 21.1% C	2 20.0% c	5 26.3% C
New products or new services	2 11.8% bCehi	7 53.8% aklM	14 66.7% AgKLMo	0 0.0%	3 60.0% alM	3 33.3% m	6 33.3% cm	7 46.7% alM	9 42.9% alM	1 25.0%	3 16.7% bC	0 0.0% bCehi	3 7.9% BCEfgHlno	4 40.0% m	6 31.6% cm
Privacy	2 11.8%	2 15.4%	2 9.5%	0 0.0%	0 0.0%	1 11.1%	1 5.6% j	1 6.7% j	4 19.0%	2 50.0% ghmn	2 11.1%	2 25.0%	3 7.9% j	0 0.0% j	3 15.8%
Sustainability	2 11.8%	0 0.0%	4 19.0%	0 0.0%	1 20.0%	0 0.0%	1 5.6%	1 6.7%	2 9.5%	0 0.0%	2 11.1%	1 12.5%	3 7.9%	1 10.0%	2 10.5%
Distribution	1 5.9%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	0 0.0%	0 0.0%	0 0.0%	1 5.6%	1 12.5%	2 5.3%	1 10.0%	1 5.3%
Pricing	0 0.0% BCDGIjo	5 38.5% A	9 42.9% Akm	1 50.0% A	1 20.0%	1 11.1%	8 44.4% Akm	3 20.0%	8 38.1% A	1 25.0% a	2 11.1% cg	1 12.5%	7 18.4% cg	2 20.0%	6 31.6% a
Customer service	0 0.0% cD	1 7.7%	5 23.8% am	1 50.0% Amn	1 20.0%	1 11.1%	1 5.6%	1 6.7%	4 19.0%	0 0.0%	1 5.6%	0 0.0%	2 5.3% cd	0 0.0% d	3 15.8%
Stock market performance	0 0.0%	0 0.0%	1 4.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 9.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%

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Topic 7: Marketing Leadership

What is marketing primarily responsible for in your company?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Digital marketing	19 76.0% df	11 68.8% DF	23 76.7% df	43 95.6% aBc	14 93.3%	50 94.3% aBc	29 87.9%	23 82.1%	9 69.2% f	42 85.7%	15 88.2%	32 91.4%	15 100.0% b	15 83.3%	40 90.9%
Brand	17 68.0% DeF	14 87.5%	24 80.0%	42 93.3% A	15 100.0% a	49 92.5% A	28 84.8%	22 78.6% e	10 76.9% e	42 85.7%	16 94.1%	34 97.1% ab	15 100.0%	15 83.3%	37 84.1%
Lead generation	17 68.0%	13 81.3%	19 63.3%	34 75.6%	11 73.3%	36 67.9%	24 72.7%	19 67.9%	10 76.9%	33 67.3%	11 64.7%	28 80.0%	11 73.3%	13 72.2%	30 68.2%
Advertising	17 68.0% D	12 75.0%	22 73.3% d	42 93.3% Ac	14 93.3%	46 86.8%	27 81.8%	22 78.6% e	10 76.9% e	39 79.6% e	15 88.2%	34 97.1% abcGh	14 93.3%	13 72.2% E	35 79.5% e
Social media	16 64.0% D	13 81.3%	24 80.0%	41 91.1% A	13 86.7%	44 83.0%	27 81.8%	22 78.6%	9 69.2% f	40 81.6%	16 94.1%	29 82.9%	15 100.0% bh	15 83.3%	34 77.3% f
Marketing research	15 60.0% f	12 75.0%	14 46.7% eFg	31 68.9%	13 86.7% c	43 81.1% aC	24 72.7% c	19 67.9%	6 46.2% e	32 65.3%	12 70.6%	29 82.9% b	12 80.0%	12 66.7%	32 72.7%
Marketing analytics	14 56.0% DF	9 56.3% dF	19 63.3% df	39 86.7% Abc	12 80.0%	46 86.8% ABc	26 78.8%	19 67.9%	8 61.5%	35 71.4%	13 76.5%	29 82.9%	13 86.7%	14 77.8%	36 81.8%
Marketing technology	13 52.0% d	8 50.0%	18 60.0%	34 75.6% a	11 73.3%	39 73.6%	20 60.6%	17 60.7%	5 38.5% e	30 61.2%	12 70.6%	27 77.1% b	11 73.3%	12 66.7%	30 68.2%
Competitive intelligence	12 48.0%	8 50.0%	14 46.7%	20 44.4%	8 53.3%	26 49.1%	13 39.4%	17 60.7%	6 46.2%	19 38.8%	10 58.8%	16 45.7%	6 40.0%	8 44.4%	21 47.7%
Positioning	12 48.0% df	11 68.8%	16 53.3% d	34 75.6% ac	12 80.0%	38 71.7% a	21 63.6%	16 57.1%	9 69.2%	30 61.2%	13 76.5%	27 77.1%	10 66.7%	12 66.7%	28 63.6%

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Topic 7: Marketing Leadership

What is marketing primarily responsible for in your company?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Promotion	12 48.0% Df	11 68.8%	19 63.3%	37 82.2% Ae	8 53.3% d	40 75.5% a	23 69.7%	18 64.3%	6 46.2% f	36 73.5%	12 70.6%	24 68.6%	13 86.7% b	10 55.6%	33 75.0%
Public relations	12 48.0% d	9 56.3%	18 60.0%	34 75.6% aG	11 73.3% g	33 62.3% g	13 39.4% Def	18 64.3%	4 30.8% cDe	34 69.4% bh	14 82.4% BH	23 65.7% bh	9 60.0%	11 61.1%	19 43.2% cDe
Sales	12 48.0% dFG	3 18.8%	11 36.7% g	9 20.0% a	4 26.7%	10 18.9% A	4 12.1% Ac	14 50.0% CEfg	3 23.1%	10 20.4% A	6 35.3% e	3 8.6% Adh	2 13.3% a	3 16.7% a	12 27.3% e
Customer insight	12 48.0%	5 31.3% F	18 60.0%	22 48.9% f	8 53.3%	37 69.8% Bd	17 51.5%	17 60.7%	7 53.8%	22 44.9% h	9 52.9%	20 57.1%	7 46.7%	9 50.0%	29 65.9% c
New products or new services	11 44.0%	6 37.5%	8 26.7%	12 26.7%	6 40.0%	15 28.3%	10 30.3%	15 53.6% CEg	5 38.5%	10 20.4% A	7 41.2%	6 17.1% A	5 33.3%	4 22.2% a	16 36.4%
Revenue growth	10 40.0%	6 37.5%	15 50.0%	20 44.4%	4 26.7%	21 39.6%	12 36.4%	16 57.1%	5 38.5%	18 36.7%	7 41.2%	12 34.3%	6 40.0%	8 44.4%	18 40.9%
Pricing	9 36.0% g	3 18.8%	10 33.3% g	13 28.9%	5 33.3%	11 20.8%	4 12.1% ac	12 42.9% cE	4 30.8%	10 20.4% aD	10 58.8% CEfgH	4 11.4% AD	2 13.3% d	3 16.7% d	10 22.7% D
Customer relationship management	9 36.0%	6 37.5%	13 43.3%	14 31.1%	4 26.7%	19 35.8%	14 42.4%	13 46.4% c	7 53.8% c	10 20.4% abf	5 29.4%	12 34.3%	7 46.7% c	8 44.4%	17 38.6%
Customer experience	9 36.0%	4 25.0% f	14 46.7%	16 35.6%	5 33.3%	29 54.7% b	18 54.5%	13 46.4%	6 46.2%	15 30.6% Gh	4 23.5% gh	16 45.7%	5 33.3%	12 66.7% Cd	25 56.8% cd
e-commerce	8 32.0%	4 25.0%	7 23.3%	17 37.8%	7 46.7%	20 37.7%	7 21.2%	11 39.3%	4 30.8%	10 20.4% D	10 58.8% Ceh	10 28.6% d	6 40.0%	6 33.3%	13 29.5% d

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Topic 7: Marketing Leadership

What is marketing primarily responsible for in your company?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Innovation	8 32.0%	5 31.3%	9 30.0%	11 24.4%	4 26.7%	15 28.3%	9 27.3%	13 46.4%	4 30.8%	12 24.5%	4 23.5%	8 22.9%	3 20.0%	5 27.8%	13 29.5%
Market selection	6 24.0%	5 31.3%	7 23.3%	9 20.0%	4 26.7%	12 22.6%	9 27.3%	8 28.6%	4 30.8%	8 16.3%	4 23.5%	9 25.7%	3 20.0%	2 11.1%	14 31.8%
Market entry strategies	6 24.0%	7 43.8%	11 36.7%	17 37.8%	5 33.3%	18 34.0%	11 33.3%	10 35.7%	4 30.8%	20 40.8%	5 29.4%	10 28.6%	5 33.3%	5 27.8%	16 36.4%
Talent acquisition and retention	5 20.0%	1 6.3%	6 20.0%	7 15.6%	4 26.7%	10 18.9%	8 24.2%	8 28.6%	1 7.7%	9 18.4%	3 17.6%	3 8.6%	3 20.0%	5 27.8%	10 22.7%
Customer service	3 12.0%	2 12.5%	2 6.7%	2 4.4%	2 13.3%	6 11.3%	4 12.1%	4 14.3%	1 7.7%	2 4.1%	0 0.0%	4 11.4%	0 0.0%	2 11.1%	8 18.2%
Privacy	1 4.0%	1 6.3%	2 6.7%	7 15.6%	4 26.7%	7 13.2%	3 9.1%	1 3.6%	0 0.0%	3 6.1%	5 29.4%	7 20.0%	3 20.0%	0 0.0%	6 13.6%
Sustainability	1 4.0%	1 6.3%	2 6.7%	4 8.9%	2 13.3%	6 11.3%	4 12.1%	3 10.7%	0 0.0%	3 6.1%	1 5.9%	2 5.7%	2 13.3%	2 11.1%	7 15.9%
Distribution	0 0.0%	1 6.3%	3 10.0%	2 4.4%	0 0.0%	2 3.8%	1 3.0%	2 7.1%	0 0.0%	3 6.1%	0 0.0%	1 2.9%	0 0.0%	1 5.6%	2 4.5%
Stock market performance	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.9%	2 6.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 6.8%

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

 **Topic 7: Marketing Leadership**

These questions examine the value of marketing in your company (1=Not at all - 7=Very Well).

To what degree:

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Is marketing valued in your company	219 5.09 1.51	88 5.08 1.56	52 5.04 1.57	50 5.22 1.49	29 4.97 1.32	80 5.19 1.36	64 4.73 1.81	35 5.26 1.20	23 5.26 1.63	12 5.33 1.30	84 4.90 1.55	133 5.20 1.47
Was marketing valued in your company before Covid?	216 4.51 1.72	88 4.38 1.73	52 4.48 1.91	47 4.91 1.47	29 4.34 1.67	80 4.22 1.68 D	63 4.21 1.89 D	35 4.86 1.54	22 5.50 1.14 AB	11 4.91 1.81	84 4.27 1.63	130 4.64 1.76
Is your company's marketing valued by your external partners?	217 5.13 1.28	87 5.23 1.09	52 5.00 1.40	49 5.27 1.25	29 4.83 1.63	80 5.14 1.20	64 4.88 1.41 c	35 5.54 1.20 be	22 5.41 1.30	12 4.58 1.16 c	83 5.17 1.16	132 5.12 1.36
Do your company's marketing activities impact its stock price?	73 4.41 1.65	34 4.29 1.51	13 4.00 1.73	18 5.00 1.75	8 4.25 1.83	23 4.70 1.33 d	25 4.28 1.97	11 5.00 1.61 d	10 3.60 1.26 ac	0 --- ---	37 4.41 1.44	35 4.49 1.84

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

Topic 7: Marketing Leadership

These questions examine the value of marketing in your company (1=Not at all - 7=Very Well).

To what degree:

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Is marketing valued in your company	17 4.94 1.52	13 5.46 1.76	21 5.24 1.73	2 5.50 0.71	5 5.20 1.64	9 3.89 1.27	18 4.83 1.42	15 5.67 1.23	21 5.10 1.58	4 4.25 2.22	18 4.94 1.66	8 5.00 1.93	38 5.32 1.36	10 4.90 1.37	19 5.11 1.29
		f	f			bcHMo		F					F		f
Was marketing valued in your company before Covid?	17 4.12 1.54	13 5.31 2.06	20 5.15 1.39	2 6.00 1.41	5 5.40 1.82	9 3.89 1.36	18 3.83 1.82	15 5.07 1.16	21 3.95 1.96	4 4.50 2.52	18 4.28 1.96	8 4.38 1.69	38 4.71 1.68	10 4.50 1.72	17 4.41 1.46
	c	g	afgi			ch	bch	fg	c						
Is your company's marketing valued by your external partners?	17 5.06 1.39	13 5.31 1.44	21 5.05 1.20	2 4.00 2.83	5 4.40 1.82	9 4.78 1.56	18 5.17 1.29	15 5.40 0.91	20 5.25 1.07	4 4.75 0.96	18 5.06 1.39	8 5.13 1.64	38 5.11 1.13	10 4.90 1.73	18 5.56 1.25
Do your company's marketing activities impact its stock price?	6 3.50 1.38	2 3.50 2.12	7 5.29 1.98	1 7.00 ---	0 --- ---	7 3.57 1.51	6 4.67 1.51	7 4.71 1.80	10 4.10 1.52	0 --- ---	1 1.00 ---	5 4.00 2.12	15 4.53 1.19	4 5.50 1.29	2 6.00 1.41

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

Topic 7: Marketing Leadership

These questions examine the value of marketing in your company (1=Not at all - 7=Very Well).

To what degree:

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
Is marketing valued in your company	25 5.96 1.24 bcdeFG	16 5.00 1.37 a	30 5.07 1.53 a	45 5.07 1.48 a	15 5.00 1.51 a	53 4.98 1.60 A	33 4.73 1.53 A	28 6.07 1.18 bCEFGH	13 4.92 1.66 a	49 4.92 1.41 A	17 5.35 1.46	35 5.09 1.48 A	15 4.67 1.29 A	18 4.44 1.69 A	44 5.00 1.58 A
Was marketing valued in your company before Covid?	24 5.29 1.76 fg	16 4.69 1.70	29 4.48 1.66	44 4.57 1.65	15 4.33 1.76	53 4.34 1.71 a	33 4.21 1.80 a	26 5.58 1.47 BCeFGH	13 3.85 2.15 Ad	49 4.43 1.66 Ad	16 5.38 1.02 bcFGh	35 4.54 1.60 a	15 4.00 1.36 AD	18 3.67 1.61 AD	44 4.36 1.91 Ad
Is your company's marketing valued by your external partners?	25 5.36 1.50	16 5.13 0.96	30 4.87 1.36	44 5.11 1.33	15 5.07 0.96	53 5.13 1.35	32 5.16 1.19	28 5.50 1.26 c	13 4.85 1.28	48 4.88 1.33 ah	17 5.24 1.09	35 5.17 1.18	15 4.73 1.16 h	18 4.72 1.56 h	43 5.49 1.24 cfg
Do your company's marketing activities impact its stock price?	1 5.00 ---	1 5.00 ---	4 4.50 1.29	7 3.71 1.70	5 4.80 2.39	31 4.45 1.79	23 4.39 1.50	0 --- ---	0 --- ---	13 3.92 1.61	3 6.00 0.00	11 4.18 1.60	8 3.75 1.67	7 4.14 1.57	31 4.77 1.69

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

 **Topic 8: Marketing Organization and Jobs**

By what percent has the size of your marketing organization grown or shrunk over the last year?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
N	206	84	48	48	26	72	63	35	21	11	78	126
Mean	3.94	4.02	3.75	4.21	3.54	5.01	3.54	0.86	9.67	-0.45	5.32	3.07
SD	16.95	17.09	13.64	21.00	14.36	17.12	17.45	11.21	24.37	10.36	16.06	17.61

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

 **Topic 8: Marketing Organization and Jobs**

By what percent has the size of your marketing organization grown or shrunk over the last year?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	17	13	21	2	4	9	17	12	20	4	15	6	36	10	19
Mean	13.35	1.54	-3.33	5.00	8.75	10.89	7.82	3.92	4.90	2.50	0.33	5.33	3.06	1.70	2.11
SD	28.64	17.49	16.91	7.07	8.54	14.35	25.26	5.23	10.98	18.48	11.41	8.52	17.70	11.83	11.44
		c		af				c							

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

 **Topic 8: Marketing Organization and Jobs**

By what percent has the size of your marketing organization grown or shrunk over the last year?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50- 99 B	100- 499 C	500- 999 D	1,000- 2,499 E	2,500- 4,999 F	5000- 9999 G	10,000+ H
N	23	15	30	43	14	50	29	27	13	48	17	28	15	17	41
Mean	11.65	5.00	4.07	1.05	6.43	2.60	2.83	10.67	0.77	5.81	3.12	1.36	5.87	0.00	1.37
SD	25.12	32.62	11.29	15.65	7.45	13.88	11.92	23.80	12.89	20.57	12.05	13.29	16.69	12.25	12.83
	d			a				h							a

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

 **Topic 8: Marketing Organization and Jobs**

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

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
N	206	84	48	48	26	72	63	35	21	11	78	126
Mean	4.38	5.15	3.73	5.09	1.77	6.26	2.32	4.59	2.81	5.91	5.72	3.50
SD	12.16	9.70	13.96	13.72	13.04	12.86	12.76	11.42	12.16	6.25	12.38	12.09

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

 **Topic 8: Marketing Organization and Jobs**

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

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
N	17	13	21	2	4	9	17	12	20	4	15	6	36	10	19
Mean	0.77	8.05	2.41	7.50	8.75	3.67	8.60	1.42	2.70	14.16	3.91	-3.33	5.14	8.36	3.89
SD	10.99	14.58	16.13	10.61	8.54	17.39	16.24	3.75	9.53	18.77	10.80	11.25	9.52	14.48	8.67
					h			ej				h			

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

 **Topic 8: Marketing Organization and Jobs**

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

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	23	15	30	43	14	50	29	27	13	48	17	28	15	17	41
Mean	4.72	7.44	7.42	3.38	6.93	2.63	2.76	4.80	8.08	7.70	4.82	3.80	2.34	0.88	1.44
SD	13.14	13.50	15.09	11.95	7.11	13.13	7.26	13.15	8.79	14.66	9.61	13.93	13.43	8.29	8.84
									gh	h				b	bc

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

Topic 8: Marketing Organization and Jobs

Rate your level of agreement with these questions focused on the role of creativity in your organization: (1=Strongly Disagree - 7=Strongly Agree).

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
		A	B	C	D	A	B	C	D	E	A	B
My organization’s long-term success depends upon its ability to foster creative ideas that can transform the business	204 5.29 1.41	83 5.37 1.33	48 5.38 1.58	47 5.32 1.49	26 4.81 1.13	71 5.35 1.33	63 5.25 1.51	35 5.26 1.36	20 5.10 1.37	10 5.30 1.70	78 5.37 1.37	124 5.26 1.44
My organization relies on the marketing function for its most creative ideas	206 5.24 1.54	84 4.99 1.52	48 5.33 1.60	48 5.67 1.48	26 5.08 1.52	72 4.97 1.52	63 5.21 1.66	35 5.66 1.35	20 5.20 1.79	11 5.91 1.04	79 5.30 1.43	125 5.22 1.61
My organization promotes cross-functional collaboration to foster new ideas	205 5.20 1.45	83 5.36 1.35	48 5.04 1.64	48 5.10 1.49	26 5.19 1.36	71 5.54 1.27	63 4.95 1.65	35 5.37 1.42	20 4.75 1.68	11 5.18 0.60	78 5.26 1.34	125 5.15 1.52
My organization’s long-term success depends upon its ability to integrate sophisticated analytical capabilities into its strategy	205 5.15 1.46	83 5.04 1.50	48 5.02 1.62	48 5.35 1.26	26 5.38 1.36	71 5.11 1.59	63 5.17 1.50	35 5.06 1.41	20 5.15 1.31	11 5.55 0.93	78 5.08 1.53	125 5.20 1.43
My organization fosters innovation by encouraging risk-taking and allowing room for failure	205 4.36 1.57	83 4.35 1.46	48 4.44 1.89	48 4.23 1.53	26 4.50 1.39	71 4.54 1.61	63 4.16 1.58	35 4.51 1.42	20 4.05 1.85	11 4.55 1.57	78 4.29 1.50	125 4.40 1.62

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

Topic 8: Marketing Organization and Jobs

Rate your level of agreement with these questions focused on the role of creativity in your organization: (1=Strongly Disagree - 7=Strongly Agree).

N Mean SD	Industry Sector															
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale	
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
My organization’s long-term success depends upon its ability to foster creative ideas that can transform the business	17 5.24 1.48	13 5.46 1.61	21 5.48 1.54	2 4.00 1.41	4 4.50 1.29	9 5.00 0.87	17 4.94 1.39	11 5.45 1.44	21 5.38 1.72	4 5.50 1.91	15 5.60 1.76	6 5.33 1.03	35 5.51 1.07	10 5.10 0.99	18 4.94 1.59	
My organization relies on the marketing function for its most creative ideas	17 5.53 1.70	13 5.31 1.38	21 5.29 1.98	2 5.00 1.41	4 5.50 0.58 1	9 4.56 1.42 1	17 5.24 1.71	12 5.33 1.23	21 5.14 1.53	4 5.75 0.96	15 4.80 1.97	6 6.33 0.52 efm	35 5.09 1.40 1	10 5.20 1.48	19 5.37 1.61	
My organization promotes cross-functional collaboration to foster new ideas	17 4.94 1.14	13 5.08 1.85	21 5.33 1.77	2 4.00 1.41	4 4.00 2.45	9 4.89 1.54	17 5.59 1.18 jo	11 5.64 1.29	21 5.24 0.94 j	4 4.00 1.63 gi	15 5.60 1.50	6 4.50 1.38	35 5.49 1.54	10 5.40 1.35	19 4.74 1.19 g	
My organization’s long-term success depends upon its ability to integrate sophisticated analytical capabilities into its strategy	17 5.82 1.13 cGi	13 5.54 1.27	21 4.86 1.56 a	2 5.50 0.71	4 4.50 1.91	9 5.00 1.66	17 4.71 1.16 Ajl	11 4.91 1.70	21 4.67 1.62 a	4 6.25 0.96 g	15 4.80 1.90	6 5.83 0.98 g	35 5.29 1.32	10 5.20 1.40	19 5.42 1.50	
My organization fosters innovation by encouraging risk-taking and allowing room for failure	17 4.65 1.37	13 4.23 1.42	21 4.24 1.67	2 5.00 1.41	4 3.00 2.45	9 3.56 1.51	17 4.53 1.66	11 3.91 1.22	21 4.67 1.59	4 3.75 1.71	15 4.73 2.05	6 4.17 1.83	35 4.51 1.50	10 4.50 1.72	19 4.21 1.32	

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

Topic 8: Marketing Organization and Jobs

Rate your level of agreement with these questions focused on the role of creativity in your organization: (1=Strongly Disagree - 7=Strongly Agree).

N	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
Mean	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
SD															
My organization's long-term success depends upon its ability to foster creative ideas that can transform the business	23 6.22 0.95 cDeFg	15 5.73 1.44 d	29 5.38 1.37 a	42 4.81 1.50 Abg	14 5.14 1.51 a	49 4.98 1.46 A	30 5.47 1.11 ad	27 6.19 0.96 bcDEFGh	13 5.08 1.93 a	47 5.28 1.35 A	17 5.06 1.39 A	26 4.96 1.61 A	15 4.67 1.54 Ah	17 4.82 1.47 A	42 5.50 1.11 af
My organization relies on the marketing function for its most creative ideas	23 5.43 1.59	15 5.20 1.66	30 5.10 1.73	42 5.24 1.57	14 5.29 1.27	50 5.24 1.53	30 5.17 1.51	27 5.59 1.65	13 4.62 1.85	47 5.21 1.47	17 5.18 1.67	28 5.39 1.34	15 5.27 1.49	17 4.88 1.80	42 5.29 1.47
My organization promotes cross-functional collaboration to foster new ideas	23 5.35 1.72	15 6.07 1.10 DFg	29 5.38 1.57	42 4.90 1.38 B	14 5.50 1.40	50 4.98 1.32 B	30 5.10 1.52 b	27 5.48 1.74	13 5.92 1.04 h	47 5.13 1.45	17 5.24 1.25	27 5.00 1.57	15 5.20 1.21	17 5.12 1.45	42 5.05 1.45 b
My organization's long-term success depends upon its ability to integrate sophisticated analytical capabilities into its strategy	23 4.96 1.66	15 4.67 1.50	29 4.79 1.61	42 5.40 1.33	14 5.57 1.28	50 5.28 1.51	30 5.13 1.28	27 4.93 1.69	13 4.77 1.74	47 5.11 1.37	17 5.29 1.45	27 5.41 1.39 g	15 5.73 1.03 G	17 4.53 1.28 eF	42 5.29 1.52
My organization fosters innovation by encouraging risk-taking and allowing room for failure	23 4.83 1.75	15 4.87 1.77	29 4.38 1.78	42 4.14 1.52	14 4.29 1.27	50 4.14 1.54	30 4.43 1.41	27 4.70 1.79	13 5.38 1.39 cdefgh	47 4.13 1.69 b	17 4.24 1.48 b	27 4.19 1.44 b	15 4.40 1.06 b	17 3.94 1.52 b	42 4.40 1.56 b

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

 **Topic 8: Marketing Organization and Jobs**

How well your marketing organization performs the following tasks around your model engaged customers? (1=Not at all - 7=Very well)

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Has clarity around identifying who your most engaged customers are	203 4.90 1.53	82 4.82 1.53	48 4.71 1.83	47 5.15 1.25	26 5.04 1.37	71 4.93 1.57	63 4.79 1.67	35 5.03 1.44	20 4.85 1.04	10 4.80 1.75	77 4.70 1.40	124 5.03 1.59
Harness data focused on your most engaged customers	204 4.35 1.57	82 4.34 1.51	48 4.08 1.64	48 4.52 1.50	26 4.54 1.75	71 4.20 1.58 c	63 4.14 1.70 c	35 4.86 1.48 ab	20 4.60 1.35	11 4.36 1.29	77 4.38 1.47	125 4.34 1.63
Identify actionable insights around your most engaged customers	204 4.45 1.46	82 4.39 1.42	48 4.19 1.51	48 4.71 1.29	26 4.65 1.72	71 4.31 1.53	63 4.29 1.44 c	35 4.91 1.48 b	20 4.65 1.31	11 4.45 1.29	77 4.35 1.39	125 4.53 1.49
Effectively use insights to manage your most engaged customers	203 4.28 1.50	81 4.25 1.42	48 4.02 1.60	48 4.50 1.50	26 4.42 1.58	71 4.21 1.59	62 4.10 1.52 c	35 4.74 1.50 b	20 4.35 1.31	11 4.09 1.14	76 4.29 1.53	125 4.29 1.49
Respond quickly to opportunities and challenges in managing your most engaged customers	203 4.41 1.58	81 4.48 1.49	48 4.19 1.77	48 4.54 1.44	26 4.38 1.77	70 4.43 1.66	63 4.33 1.68	35 4.57 1.42	20 4.40 1.70	11 4.36 1.03	77 4.42 1.54	124 4.40 1.62

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

Topic 8: Marketing Organization and Jobs

How well your marketing organization performs the following tasks around your model engaged customers? (1=Not at all - 7=Very well)

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Has clarity around identifying who your most engaged customers are	17 5.47 1.23 fjN	13 5.85 1.21 efhJmN	21 5.05 1.20 jn	2 5.50 0.71	4 4.00 1.83 b	9 3.89 2.03 abi	16 4.94 1.39	11 4.73 1.35 b	21 5.19 1.33 fjn	4 3.50 1.73 aBci	15 4.60 2.03	6 5.00 2.19	35 4.86 1.56 b	10 3.90 1.29 ABci	18 5.00 1.46
Harness data focused on your most engaged Customers	17 4.29 1.57	13 4.62 1.33	21 4.43 1.43	2 6.00 0.00	4 3.75 2.06	9 3.78 1.86	16 4.56 1.41	11 4.45 1.69	21 4.48 1.57	4 3.50 1.73	15 4.27 1.91	6 4.00 1.79	35 4.34 1.47	10 3.40 1.58 o	19 4.79 1.62 n
Identify actionable insights around your most engaged Customers	17 4.76 1.09 N	13 4.62 1.45 n	21 4.67 1.46 n	2 5.50 0.71	4 4.00 1.83	9 3.67 1.87 o	16 4.63 1.36 n	11 4.00 1.55	21 4.48 1.44 n	4 4.50 1.91	15 3.87 1.64 o	6 4.33 1.97	35 4.60 1.26 N	10 3.30 1.42 AbcgiMO	19 5.05 1.31 fkN
Effectively use insights to manage your most engaged Customers	17 4.41 1.33 N	13 4.62 1.50 n	21 4.52 1.54 N	2 5.00 1.41	4 4.00 1.83	9 4.00 2.18	16 4.56 1.26 N	11 4.09 1.76	21 4.29 1.45 n	4 4.00 1.63	14 3.57 1.60 o	6 3.67 1.75	35 4.46 1.38 N	10 3.00 1.15 AbCGiMO	19 4.74 1.41 kN
Respond quickly to opportunities and challenges in managing your most engaged customers	17 4.71 1.36 n	13 4.92 1.55 n	21 4.71 1.45 n	2 5.50 0.71	4 4.75 2.63	9 3.56 1.81	16 4.69 1.66	11 4.09 1.97	21 4.57 1.29 n	4 3.75 1.89	15 4.07 1.71	6 4.00 1.67	34 4.47 1.60	10 3.40 1.58 abci	19 4.47 1.43

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

Topic 8: Marketing Organization and Jobs

How well your marketing organization performs the following tasks around your model engaged customers? (1=Not at all - 7=Very well)

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Has clarity around identifying who your most engaged customers are	22 4.82 1.76	15 5.33 1.54 e	29 4.76 1.84	42 5.02 1.30 e	14 4.07 1.59 bdg	49 4.76 1.49	30 5.27 1.31 e	27 4.96 1.74	13 5.46 1.61	46 4.89 1.66	17 4.71 0.99	26 4.46 1.63 h	15 4.60 1.12	17 4.35 1.46 h	42 5.36 1.39 eg
Harness data focused on your most engaged Customers	22 4.14 1.70	15 4.87 1.68	29 4.38 1.59	42 4.24 1.56	14 3.79 1.67	50 4.30 1.50	30 4.73 1.41	27 4.22 1.65	13 4.77 1.74	46 4.35 1.68	17 4.35 1.06	27 3.93 1.69 h	15 4.13 1.36	17 4.06 1.43	42 4.76 1.54 e
Identify actionable insights around your most engaged Customers	22 4.41 1.47	15 4.60 1.59	29 4.55 1.59	42 4.48 1.44	14 3.93 1.44 g	50 4.22 1.50	30 4.83 1.21 e	27 4.52 1.34	13 4.77 1.83	46 4.57 1.53	17 4.47 1.18	27 4.04 1.58 h	15 3.87 1.19 h	17 4.00 1.32 h	42 4.83 1.41 efg
Effectively use insights to manage your most engaged Customers	22 4.32 1.36	15 4.67 1.63	29 4.52 1.60	42 4.05 1.56	13 3.85 1.52	50 4.06 1.53	30 4.67 1.32	27 4.41 1.31	13 4.69 1.75	46 4.30 1.56	17 4.29 1.26	27 3.74 1.63 H	14 3.79 1.42 h	17 3.71 1.26 h	42 4.76 1.48 Efg
Respond quickly to opportunities and challenges in managing your most engaged customers	22 4.68 1.76	15 5.07 1.49 f	29 4.62 1.59	42 4.19 1.69	13 4.08 1.85	50 4.00 1.48 bg	30 4.77 1.25 f	27 4.81 1.71 e	13 4.62 1.56	46 4.48 1.60	17 4.65 1.46	26 3.77 1.66 ah	15 4.00 1.41	17 3.76 1.68 h	42 4.74 1.38 eg

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

Topic 8: Marketing Organization and Jobs

Rate your agreement with these questions about your company's marketing knowledge (i.e., marketing practices, customer insights, and marketing plans) (1=Strongly Disagree -7=Strongly Agree).

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
It is important to prevent competitors from acquiring our marketing knowledge	204 4.78 1.71	82 4.80 1.74	48 4.63 1.78	48 5.00 1.47	26 4.62 1.90	71 4.70 1.81	63 4.65 1.65	35 5.06 1.88	20 4.95 1.61	11 5.09 1.22	77 4.87 1.63	125 4.73 1.75
Protecting our Marketing knowledge from leaking to competitors enhances our competitive advantage	204 4.72 1.71	82 4.74 1.78	48 4.48 1.71	48 4.94 1.46	26 4.65 1.96	71 4.59 1.86	63 4.68 1.64	35 4.94 1.80	20 5.00 1.62	11 4.91 1.22	77 4.86 1.68	125 4.62 1.73
There are very few disadvantages to protecting our marketing knowledge	203 4.36 1.98	82 4.33 1.99	47 4.60 1.92	48 4.40 1.89	26 4.00 2.24	71 4.14 1.92	63 4.25 1.99	34 4.74 2.09	20 4.45 2.04	11 4.73 2.05	76 4.30 1.98	125 4.38 1.99

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Topic 8: Marketing Organization and Jobs

Rate your agreement with these questions about your company's marketing knowledge (i.e., marketing practices, customer insights, and marketing plans) (1=Strongly Disagree -7=Strongly Agree).

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
It is important to prevent competitors from acquiring our marketing knowledge	17 5.06 1.85	13 4.23 1.42	21 4.52 1.91	2 7.00 0.00	4 3.75 2.50	9 3.89 1.76	16 5.19 1.47	11 4.55 1.92	21 5.19 1.75	4 5.75 1.26	15 5.33 1.88	6 4.00 1.67	35 4.57 1.50	10 4.50 1.58	19 5.00 1.53
Protecting our Marketing knowledge from leaking to competitors enhances our competitive advantage	17 4.94 1.82	13 4.00 1.47 ii	21 4.81 1.94	2 6.00 1.41	4 3.75 2.50	9 3.89 1.54	16 5.13 1.78	11 4.36 2.20	21 5.19 1.63 b	4 5.75 1.26 b	15 4.93 1.71	6 4.33 1.37	35 4.43 1.65	10 4.80 1.55	19 4.79 1.47
There are very few disadvantages to protecting our marketing knowledge	16 4.44 1.97	13 4.62 1.98	21 4.33 1.98	2 2.00 0.00	4 3.25 2.63	9 4.11 2.09	16 3.56 2.22 k	11 4.55 2.16	21 4.57 2.13	4 3.50 2.65	15 5.20 1.70 gn	6 3.83 2.04	35 4.57 1.65	10 3.60 1.71 k	19 4.68 2.08

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Topic 8: Marketing Organization and Jobs

Rate your agreement with these questions about your company's marketing knowledge (i.e., marketing practices, customer insights, and marketing plans) (1=Strongly Disagree -7=Strongly Agree).

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
It is important to prevent competitors from acquiring our marketing knowledge	22 4.68 2.01	15 4.33 1.72 e	29 4.48 2.05 e	42 4.88 1.47 e	14 5.79 1.12 bcdF	50 4.52 1.55 E	30 5.13 1.80	27 4.70 2.00	13 4.77 1.42	46 4.63 1.85	17 5.12 1.41	27 4.93 1.57	15 4.73 1.39	17 4.41 1.73	42 4.95 1.78
Protecting our Marketing knowledge from leaking to competitors enhances our competitive advantage	22 4.68 1.86	15 4.33 1.95	29 4.28 1.79 e	42 4.81 1.73	14 5.36 1.08 c	50 4.56 1.57	30 5.07 1.82	27 4.59 1.85	13 4.69 1.70	46 4.61 1.74	17 5.06 1.48	27 4.78 1.80	15 4.80 1.42	17 4.41 1.87	42 4.83 1.75
There are very few disadvantages to protecting our marketing knowledge	22 4.00 2.23	15 4.33 1.88	29 4.45 1.90	42 4.50 2.03	14 4.79 1.97	49 4.24 1.89	30 4.37 2.16	27 4.15 2.21	13 4.92 1.44	46 4.11 1.98	17 5.00 1.84	27 4.41 2.08	15 4.87 1.73	16 4.00 2.07	42 4.29 2.03

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

 **Topic 9: Marketing and Sustainability**

What percent of your marketing budget is spent on sustainability- or climate-related issues?

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Current	161	61	40	39	21	58	54	27	13	9	58	102
	1.86	1.20	3.65	1.41	1.24	0.28	3.57	2.70	1.38	0.00	3.16	1.15
	5.78	2.73	10.41	2.87	3.11	0.99	8.45	6.35	2.96	0.00	8.11	3.79
						BCd	A	A	a		b	a
One year ago	158	59	39	39	21	56	53	27	13	9	56	101
	1.22	0.59	2.54	1.08	0.81	0.07	2.55	1.48	1.08	0.00	2.13	0.73
	3.94	1.65	6.95	2.53	2.38	0.42	5.80	3.96	2.81	0.00	5.19	2.98
		b	a			BCd	A	A	a		b	a
One year	157	59	38	39	21	55	53	27	13	9	55	101
	2.79	1.95	5.58	1.95	1.67	0.75	4.74	4.41	2.08	0.00	4.87	1.68
	8.34	4.22	15.39	3.21	3.60	2.17	11.78	10.12	3.30	0.00	12.44	4.60
						bc	a	a			b	a
Five years	157	59	38	39	21	55	53	27	13	9	55	101
	4.46	3.10	8.13	3.64	3.19	1.98	7.02	6.11	3.00	1.78	7.22	3.01
	10.90	5.19	20.01	4.63	5.77	3.78	15.37	12.92	3.94	3.49	16.53	5.59
						bc	a	a			b	a

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Topic 9: Marketing and Sustainability

What percent of your marketing budget is spent on sustainability- or climate-related issues?

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Current	12 1.00 2.86 f	12 0.33 0.65 fjm	17 1.94 3.45 fM	2 0.00 0.00	4 1.25 2.50 M	7 12.86 17.99 abegiMo	11 0.45 1.21 f	9 1.11 2.20 m	14 0.93 1.82 fm	4 2.50 2.89 bM	13 3.08 8.55	5 6.40 13.22 M	28 0.04 0.19 bCEFhiJLN O	8 1.50 2.20 M	14 1.29 1.90 fM
One year ago	12 0.75 2.30 f	12 0.17 0.39 fj	17 1.41 3.28 f	2 0.00 0.00	4 0.75 1.50 abcghIMO	7 8.57 10.29	11 0.27 0.65 f	9 0.89 1.83 f	14 0.07 0.27 FJn	4 1.00 1.15 bI	13 2.31 6.96	5 4.00 8.94	25 0.36 1.80 F	8 1.25 1.83 i	14 0.71 1.38 F
One year	12 1.25 3.44	12 0.50 1.00	17 2.59 3.66 fM	2 2.50 3.54 m	4 1.50 3.00	7 16.43 26.88 cMo	11 2.00 3.32 m	9 1.11 2.20	14 1.71 3.10 m	4 3.25 4.72 M	12 4.58 11.17	5 11.00 21.91 m	25 0.28 1.02 CdFgJlNo	8 2.63 3.66 M	14 1.43 1.99 fm
Five years	12 2.75 4.94	12 2.58 3.87	17 4.76 5.39 M	2 2.50 3.54	4 1.75 3.50	7 21.43 35.79 M	11 4.36 7.02 m	9 1.78 3.49	14 2.57 4.01	4 4.50 7.14 m	12 5.25 11.77	5 15.00 28.28 m	25 0.96 2.26 CFgjlno	8 6.13 9.19 m	14 3.21 2.86 m

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 **Topic 9: Marketing and Sustainability**

What percent of your marketing budget is spent on sustainability- or climate-related issues?

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Current	20 0.15 0.49 eg	13 0.38 1.39	26 1.38 5.92	35 1.66 5.37	11 2.00 3.97 a	32 3.22 8.98	23 3.17 5.29 a	25 0.52 2.02 fh	12 2.92 8.65	39 2.36 9.23	14 1.29 2.84	17 0.65 1.66	11 3.00 4.52 a	13 2.00 4.24	30 2.40 4.18 a
One year ago	19 0.05 0.23 eg	12 0.25 0.87	26 1.00 4.00	34 1.32 4.50	11 1.55 3.17 a	32 1.44 4.73	23 2.39 4.75 a	24 0.38 1.64	12 2.33 7.19	38 1.45 5.15	13 1.15 2.73	17 0.41 1.28	11 1.91 3.33	13 0.15 0.55	30 1.87 4.25
One year	19 0.63 1.61 eg	12 1.25 3.11	26 2.23 9.80	34 2.29 6.48	11 3.91 6.22 a	31 4.35 13.48	23 4.22 5.98 a	24 1.00 2.75 fh	12 3.33 10.08	38 3.84 14.39	13 1.92 3.66	17 0.82 1.74 fh	10 4.40 6.77 ae	13 3.69 6.17	30 3.23 4.44 ae
Five years	19 1.53 2.78 eG	12 2.50 5.00	26 3.77 12.73	34 3.68 7.50	11 5.64 8.02 a	31 6.55 17.99	23 6.70 7.77 A	24 2.04 3.80 fh	12 5.50 10.06	38 6.03 19.14	13 3.46 5.36	17 1.24 2.66 fh	10 6.70 8.93 ae	13 4.38 6.81	30 5.57 6.61 ae

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

Topic 9: Marketing and Sustainability

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Changing products and/or services	62 52.1%	27 60.0% D	11 47.8%	21 61.8% D	3 17.6% AC	15 39.5% c	22 57.9%	18 69.2% ad	3 30.0% c	4 57.1%	23 54.8%	39 50.6%
Changing partners	51 42.9%	19 42.2%	8 34.8%	16 47.1%	8 47.1%	15 39.5%	18 47.4%	11 42.3%	5 50.0%	2 28.6%	22 52.4%	29 37.7%
Changing marketing promotions	48 40.3%	21 46.7%	9 39.1%	13 38.2%	5 29.4%	19 50.0%	15 39.5%	9 34.6%	3 30.0%	2 28.6%	22 52.4%	26 33.8%
Changing distribution	40 33.6%	15 33.3%	6 26.1%	16 47.1% d	3 17.6% c	11 28.9% e	15 39.5%	6 23.1% e	3 30.0%	5 71.4% ac	19 45.2% b	21 27.3% a
Changing market selection	22 18.5%	2 4.4% bCd	6 26.1% a	10 29.4% A	4 23.5% a	6 15.8%	7 18.4%	3 11.5%	3 30.0%	3 42.9%	7 16.7%	15 19.5%
Changing brand	12 10.1%	6 13.3%	2 8.7%	2 5.9%	2 11.8%	6 15.8%	4 10.5%	1 3.8%	1 10.0%	0 0.0%	6 14.3%	6 7.8%

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Topic 9: Marketing and Sustainability

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Changing products and/or services	4 40.0%	3 50.0%	9 64.3%	0 0.0%	1 100.0%	2 33.3%	3 33.3%	3 50.0%	9 81.8%	2 66.7%	2 28.6%	3 60.0%	8 47.1%	4 57.1%	8 57.1%
Changing partners	4 40.0%	3 50.0%	7 50.0%	0 0.0%	1 100.0%	2 33.3%	4 44.4%	3 50.0%	3 27.3%	1 33.3%	2 28.6%	3 60.0%	8 47.1%	5 71.4%	5 35.7%
Changing marketing promotions	3 30.0%	4 66.7%	8 57.1%	0 0.0%	1 100.0%	3 50.0%	4 44.4%	4 66.7%	3 27.3%	1 33.3%	2 28.6%	1 20.0%	13 76.5%	0 0.0%	1 7.1%
Changing distribution	3 30.0%	2 33.3%	7 50.0%	1 50.0%	0 0.0%	1 16.7%	4 44.4%	0 0.0%	6 54.5%	0 0.0%	3 42.9%	1 20.0%	4 23.5%	1 14.3%	7 50.0%
Changing market selection	2 20.0%	3 50.0%	5 35.7%	1 50.0%	1 100.0%	2 33.3%	0 0.0%	0 0.0%	1 9.1%	0 0.0%	3 42.9%	1 20.0%	2 11.8%	0 0.0%	1 7.1%
Changing brand	1 10.0%	1 16.7%	2 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	6 35.3%	0 0.0%	0 0.0%

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

Topic 9: Marketing and Sustainability

Check all of the actions your company is likely to make in order to reduce the negative impact of its marketing-related activities on the ecological environment

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Changing products and/or services	6 50.0%	5 62.5%	7 43.8%	11 52.4%	6 75.0%	14 45.2%	13 59.1%	9 56.3%	4 57.1%	10 41.7%	7 63.6%	4 40.0%	3 37.5%	5 38.5%	20 66.7%
Changing partners	2 16.7% deg	1 12.5% dg	4 25.0% g	12 57.1% ab	5 62.5% a	12 38.7%	14 63.6% abc	3 18.8% efh	2 28.6%	9 37.5%	6 54.5%	6 60.0% a	5 62.5% a	4 30.8%	16 53.3% a
Changing marketing promotions	5 41.7%	5 62.5%	7 43.8%	11 52.4%	2 25.0%	8 25.8%	10 45.5%	5 31.3%	4 57.1%	12 50.0%	4 36.4%	6 60.0%	4 50.0%	3 23.1%	10 33.3%
Changing distribution	2 16.7% c	1 12.5%	9 56.3% a	5 23.8%	2 25.0%	12 38.7%	9 40.9%	4 25.0%	3 42.9%	7 29.2%	3 27.3%	3 30.0%	2 25.0%	5 38.5%	13 43.3%
Changing market selection	4 33.3%	1 12.5%	5 31.3%	4 19.0%	0 0.0%	5 16.1%	3 13.6%	4 25.0%	2 28.6%	7 29.2%	1 9.1%	4 40.0% h	0 0.0%	1 7.7%	3 10.0% e
Changing brand	2 16.7%	0 0.0%	2 12.5%	3 14.3%	1 12.5%	3 9.7%	1 4.5%	2 12.5%	1 14.3%	2 8.3%	0 0.0%	3 30.0% g	2 25.0%	0 0.0% e	2 6.7%

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

Topic 9: Marketing and Sustainability

What specific actions is your company taking to reduce the risk of climate change?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Reducing the climate impact of your products/ services	63 36.6%	25 35.2%	15 36.6%	16 43.2%	7 30.4%	20 32.3%	22 37.9%	16 55.2%	4 30.8%	0 0.0%	33 52.4%	30 27.8%
						ce	e	aE		abC	B	A
Increasing reuse, resale or recycling levels in your company	63 36.6%	26 36.6%	16 39.0%	13 35.1%	8 34.8%	22 35.5%	27 46.6%	7 24.1%	5 38.5%	1 11.1%	26 41.3%	37 34.3%
							ce	b		b		
No climate-related marketing actions taken	55 32.0%	28 39.4%	11 26.8%	9 24.3%	7 30.4%	19 30.6%	20 34.5%	5 17.2%	5 38.5%	6 66.7%	17 27.0%	37 34.3%
						e		E		aC		
Improving sustainability of internal marketing practices (e.g., reducing paper waste, reducing digital display time/energy, etc.)	55 32.0%	19 26.8%	16 39.0%	12 32.4%	8 34.8%	17 27.4%	21 36.2%	10 34.5%	5 38.5%	1 11.1%	25 39.7%	30 27.8%
Reducing the climate impact of your packaging	48 27.9%	19 26.8%	7 17.1%	19 51.4%	3 13.0%	11 17.7%	17 29.3%	16 55.2%	1 7.7%	3 33.3%	17 27.0%	31 28.7%
		c	C	aBD	C	C	c	AbD	C			

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

Topic 9: Marketing and Sustainability

What specific actions is your company taking to reduce the risk of climate change?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Increasing innovation investments into environmentally friendly products/services	45 26.2%	17 23.9%	13 31.7%	9 24.3%	6 26.1%	14 22.6%	17 29.3%	9 31.0%	4 30.8%	0 0.0%	22 34.9%	23 21.3%
Adopting climate-related metrics	44 25.6%	17 23.9%	13 31.7%	8 21.6%	6 26.1%	15 24.2%	16 27.6%	9 31.0%	3 23.1%	1 11.1%	24 38.1% B	20 18.5% A
Offsetting climate impact by participating in environmental projects	37 21.5%	18 25.4%	7 17.1%	8 21.6%	4 17.4%	10 16.1%	15 25.9%	7 24.1%	4 30.8%	1 11.1%	18 28.6%	19 17.6%
Reducing the climate impact of your distribution channel	35 20.3%	16 22.5%	5 12.2% c	12 32.4% bd	2 8.7% c	6 9.7% bc	16 27.6% a	8 27.6% a	2 15.4%	2 22.2%	16 25.4%	19 17.6%
Selecting partners based on climate impact	33 19.2%	11 15.5%	10 24.4%	5 13.5%	7 30.4%	11 17.7%	13 22.4%	5 17.2%	3 23.1%	0 0.0%	15 23.8%	18 16.7%
Realigning core brand messaging or values more closely around reducing climate impact	33 19.2%	14 19.7%	11 26.8%	6 16.2%	2 8.7%	9 14.5%	12 20.7%	6 20.7%	4 30.8%	1 11.1%	12 19.0%	21 19.4%

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

 **Topic 9: Marketing and Sustainability**

What specific actions is your company taking to reduce the risk of climate change?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product	B2B Services	B2C Product	B2C Services	0%	1-10%	11-49%	50-99%	100%	Yes	No
		A	B	C	D	A	B	C	D	E	A	B
Reducing the climate impact of your marketing communications	28 16.3%	15 21.1%	5 12.2%	5 13.5%	3 13.0%	10 16.1%	9 15.5%	9 31.0%	0 0.0%	0 0.0%	16 25.4%	12 11.1%
Adopting climate-related goals in marketing	20 11.6%	6 8.5%	6 14.6%	8 21.6%	0 0.0%	5 8.1%	8 13.8%	6 20.7%	1 7.7%	0 0.0%	12 19.0%	8 7.4%
Reducing the climate impact of your digital marketing activities	8 4.7%	3 4.2%	2 4.9%	3 8.1%	0 0.0%	3 4.8%	3 5.2%	2 6.9%	0 0.0%	0 0.0%	4 6.3%	4 3.7%
Encouraging customers/partners to buy/consume less	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing and Sustainability

What specific actions is your company taking to reduce the risk of climate change?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Increasing reuse, resale or recycling levels in your company	5 45.5%	5 45.5%	7 38.9%	0 0.0%	1 33.3%	3 37.5%	6 50.0%	1 11.1%	7 38.9%	2 50.0%	6 42.9%	4 57.1%	7 23.3%	4 40.0%	4 28.6%
No climate-related marketing actions taken	3 27.3%	5 45.5%	5 27.8%	1 50.0%	2 66.7%	2 25.0%	3 25.0%	1 11.1%	5 27.8%	1 25.0%	3 21.4%	1 14.3%	19 63.3%	0 0.0%	4 28.6%
Improving sustainability of internal marketing practices (e.g., reducing paper waste, reducing digital display time/energy, etc.)	3 27.3%	4 36.4%	6 33.3%	0 0.0%	1 33.3%	1 12.5%	4 33.3%	3 33.3%	6 33.3%	2 50.0%	7 50.0%	4 57.1%	6 20.0%	4 40.0%	3 21.4%
Reducing the climate impact of your distribution channel	2 18.2%	2 18.2%	6 33.3%	0 0.0%	0 0.0%	2 25.0%	3 25.0%	2 22.2%	6 33.3%	1 25.0%	2 14.3%	1 14.3%	3 10.0%	0 0.0%	5 35.7%
Reducing the climate impact of your marketing communications	2 18.2%	2 18.2%	2 11.1%	1 50.0%	0 0.0%	1 12.5%	2 16.7%	3 33.3%	3 16.7%	2 50.0%	0 0.0%	1 14.3%	5 16.7%	1 10.0%	2 14.3%

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

Topic 9: Marketing and Sustainability

What specific actions is your company taking to reduce the risk of climate change?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Increasing innovation investments into environmentally friendly products/services	2 18.2%	1 9.1%	5 27.8%	0 0.0%	1 33.3%	5 62.5%	5 41.7%	4 44.4%	7 38.9%	1 25.0%	4 28.6%	3 42.9%	1 3.3%	4 40.0%	1 7.1%
		f	m		m	bMo	Mo	Mo	Mo		m	M	ceFGHIKLN	M	fghi
Selecting partners based on climate impact	2 18.2%	3 27.3%	4 22.2%	0 0.0%	0 0.0%	1 12.5%	5 41.7%	1 11.1%	5 27.8%	0 0.0%	5 35.7%	2 28.6%	2 6.7%	2 20.0%	1 7.1%
							Mo				m		Gk		g
Offsetting climate impact by participating in environmental projects	2 18.2%	2 18.2%	4 22.2%	0 0.0%	1 33.3%	3 37.5%	4 33.3%	2 22.2%	5 27.8%	1 25.0%	3 21.4%	1 14.3%	4 13.3%	4 40.0%	1 7.1%
Realigning core brand messaging or values more closely around reducing climate impact	2 18.2%	1 9.1%	3 16.7%	1 50.0%	1 33.3%	2 25.0%	0 0.0%	1 11.1%	4 22.2%	1 25.0%	5 35.7%	4 57.1%	3 10.0%	2 20.0%	2 14.3%
		1		g			dkL				gm	bGM	kL		
Adopting climate-related goals in marketing	1 9.1%	2 18.2%	6 33.3%	0 0.0%	0 0.0%	1 12.5%	2 16.7%	2 22.2%	0 0.0%	0 0.0%	1 7.1%	3 42.9%	1 3.3%	1 10.0%	0 0.0%
			iMo					i	chL			IMo	CL		cl

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

Topic 9: Marketing and Sustainability

What specific actions is your company taking to reduce the risk of climate change?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Adopting climate-related metrics	1 9.1% n	1 9.1% n	5 27.8%	0 0.0%	1 33.3%	3 37.5%	2 16.7% n	4 44.4%	4 22.2%	1 25.0%	5 35.7%	2 28.6%	6 20.0% n	6 60.0% abgmo	2 14.3% n
Reducing the climate impact of your products/services	1 9.1% cghLN	2 18.2% ln	10 55.6% aM	0 0.0%	0 0.0% ln	4 50.0% m	6 50.0% am	5 55.6% am	8 44.4% m	2 50.0%	4 28.6% ln	6 85.7% AbekMo	4 13.3% CfghiLN	8 80.0% AbekMO	3 21.4% lN
Reducing the climate impact of your packaging	1 9.1% cho	2 18.2%	10 55.6% alMn	1 50.0% m	0 0.0%	2 25.0%	5 41.7% M	5 55.6% alMn	7 38.9% M	1 25.0%	3 21.4%	0 0.0% cho	1 3.3% CdGHIO	1 10.0% cho	8 57.1% alMn
Reducing the climate impact of your digital marketing activities	0 0.0%	0 0.0%	2 11.1%	0 0.0%	0 0.0%	1 12.5%	1 8.3%	1 11.1%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	1 3.3%	0 0.0%	0 0.0%
Encouraging customers/partners to buy/consume less	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing and Sustainability

What specific actions is your company taking to reduce the risk of climate change?

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
No climate-related marketing actions taken	11 52.4% FG	6 50.0% FG	11 45.8% FG	16 44.4% FG	3 30.0%	4 10.3% ABCD	3 10.7% ABCD	10 43.5% gH	5 41.7% gH	20 50.0% GH	7 50.0% gH	7 35.0% h	2 18.2%	1 6.7% abCd	3 8.1% ABCDe
Improving sustainability of internal marketing practices (e.g., reducing paper waste, reducing digital display time/energy, etc.)	7 33.3%	2 16.7%	7 29.2%	8 22.2%	2 20.0%	17 43.6%	12 42.9%	8 34.8%	1 8.3% Gh	11 27.5% g	3 21.4% g	3 15.0% Gh	3 27.3%	10 66.7% BcdE	16 43.2% be
Increasing reuse, resale or recycling levels in your company	5 23.8% f	2 16.7% f	8 33.3%	10 27.8% f	4 40.0%	20 51.3% abd	14 50.0%	5 21.7% G	3 25.0% g	14 35.0% g	4 28.6%	5 25.0% g	5 45.5%	10 66.7% Abce	17 45.9%
Reducing the climate impact of your packaging	4 19.0%	3 25.0%	5 20.8%	8 22.2%	3 30.0%	13 33.3%	12 42.9%	5 21.7%	5 41.7% c	5 12.5% bgH	4 28.6%	4 20.0%	2 18.2%	6 40.0% c	17 45.9% C
Reducing the climate impact of your products/services	4 19.0% fG	1 8.3% fG	3 12.5% FG	10 27.8% fG	3 30.0% g	20 51.3% abCd	21 75.0% ABCDe	5 21.7% H	2 16.7% H	9 22.5% H	5 35.7% h	7 35.0% H	2 18.2% H	6 40.0% h	27 73.0% ABCdEFg

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

Topic 9: Marketing and Sustainability

What specific actions is your company taking to reduce the risk of climate change?

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Increasing innovation investments into environmentally friendly products/services	3 14.3% fg	0 0.0% FG	4 16.7% fg	5 13.9% FG	1 10.0% fg	18 46.2% aBcDe	13 46.4% aBcDe	5 21.7%	0 0.0% fgH	8 20.0% h	2 14.3% h	4 20.0%	4 36.4% b	5 33.3% b	17 45.9% Bcd
Selecting partners based on climate impact	3 14.3%	1 8.3%	3 12.5%	3 8.3% G	2 20.0%	10 25.6%	10 35.7% D	3 13.0%	3 25.0%	4 10.0% gh	1 7.1% g	1 5.0% gh	3 27.3%	6 40.0% cde	12 32.4% ce
Reducing the climate impact of your distribution channel	2 9.5% g	0 0.0% fg	2 8.3% fG	4 11.1% fG	2 20.0%	12 30.8% bcd	12 42.9% abCD	4 17.4% h	2 16.7%	3 7.5% H	2 14.3%	2 10.0% h	2 18.2%	4 26.7%	16 43.2% aCe
Realigning core brand messaging or values more closely around reducing climate impact	2 9.5%	0 0.0%	5 20.8%	6 16.7%	3 30.0%	10 25.6%	6 21.4%	4 17.4%	2 16.7%	7 17.5%	1 7.1%	4 20.0%	4 36.4%	3 20.0%	8 21.6%
Reducing the climate impact of your marketing communications	2 9.5%	1 8.3%	2 8.3%	4 11.1%	3 30.0%	11 28.2%	5 17.9%	2 8.7% d	2 16.7%	3 7.5% dh	5 35.7% ac	2 10.0%	2 18.2%	3 20.0%	9 24.3% c

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

Topic 9: Marketing and Sustainability

What specific actions is your company taking to reduce the risk of climate change?

	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50-99	100-499	500-999	1,000-2,499	2,500-4,999	5000-9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Adopting climate-related metrics	1 4.8% eFG	1 8.3% fg	2 8.3% eFG	6 16.7% fg	4 40.0% ac	16 41.0% AbCd	13 46.4% AbCd	2 8.7% gh	1 8.3% gh	7 17.5% gh	3 21.4%	5 25.0%	4 36.4%	7 46.7% abc	15 40.5% abc
Adopting climate-related goals in marketing	1 4.8% g	0 0.0% g	2 8.3%	2 5.6% eg	3 30.0% d	4 10.3%	8 28.6% abd	1 4.3% h	0 0.0%	5 12.5%	1 7.1%	2 10.0%	2 18.2%	0 0.0% h	9 24.3% ag
Offsetting climate impact by participating in environmental projects	0 0.0% eFG	1 8.3%	4 16.7%	6 16.7% g	2 20.0% a	12 30.8% A	11 39.3% Ad	1 4.3% gH	2 16.7%	8 20.0%	2 14.3%	3 15.0%	3 27.3%	5 33.3% a	13 35.1% A
Reducing the climate impact of your digital marketing activities	0 0.0%	0 0.0%	2 8.3%	0 0.0% g	0 0.0%	2 5.1%	4 14.3% d	0 0.0%	1 8.3%	2 5.0%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	4 10.8%
Encouraging customers/partners to buy/consume less	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	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 9: Marketing and Sustainability**

Are the policies emerging around extended producer responsibility for the end-of-life of products relevant to your business?

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Yes	38 22.6%	17 27.0%	11 26.8%	8 20.0%	2 8.3%	6 10.0% B	20 36.4% A	7 25.0%	2 14.3%	2 20.0%	17 28.3%	21 19.6%
No	130 77.4%	46 73.0%	30 73.2%	32 80.0%	22 91.7%	54 90.0% B	35 63.6% A	21 75.0%	12 85.7%	8 80.0%	43 71.7%	86 80.4%

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

 **Topic 9: Marketing and Sustainability**

Are the policies emerging around extended producer responsibility for the end-of-life of products relevant to your business?

	Industry Sector														
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O
Yes	0 0.0% C jn	2 16.7%	10 52.6% AkMo	0 0.0%	0 0.0%	2 28.6%	2 20.0%	2 22.2%	9 52.9% AkMo	2 50.0% am	1 7.1% ci	1 16.7%	2 7.1% C j	3 33.3% a	2 14.3% ci
No	12 100.0% C jn	10 83.3%	9 47.4% AkMo	2 100.0%	4 100.0%	5 71.4%	8 80.0%	7 77.8%	8 47.1% AkMo	2 50.0% am	13 92.9% ci	5 83.3%	26 92.9% C j	6 66.7% a	12 85.7% ci

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

 **Topic 9: Marketing and Sustainability**

Are the policies emerging around extended producer responsibility for the end-of-life of products relevant to your business?

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
Yes	4 19.0%	1 7.7%	4 15.4%	6 16.2%	2 18.2%	11 31.4%	9 37.5%	5 20.0%	2 16.7%	7 17.1% h	4 26.7%	1 5.9% h	3 27.3%	3 20.0%	13 40.6% ce
No	17 81.0%	12 92.3%	22 84.6%	31 83.8%	9 81.8%	24 68.6%	15 62.5%	20 80.0%	10 83.3%	34 82.9% h	11 73.3%	16 94.1% h	8 72.7%	12 80.0%	19 59.4% ce

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

 **Topic 9: Marketing and Sustainability**

To what degree are extended producer responsibility policies changing any aspect of your product strategy? (1=Not at all - 7=A Great Deal)

	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
N	38	17	11	8	2	6	20	7	2	2	17	21
Mean	4.21	4.06	4.27	4.38	4.50	4.33	4.05	4.00	5.00	4.00	4.47	4.00
SD	1.49	1.85	1.35	1.06	0.71	1.63	1.39	1.91	0.00	0.00	1.59	1.41

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

 **Topic 9: Marketing and Sustainability**

To what degree are extended producer responsibility policies changing any aspect of your product strategy? (1=Not at all - 7=A Great Deal)

	Industry Sector															
	Banking Finance Insurance A	Communi- cations Media B	Consumer Packaged Goods C	Consumer Services D	Education E	Energy F	Healthcare G	Pharma Biotech H	Manufac- turing I	Mining Construc- tion J	Professional Services K	Real Estate L	Tech Software Platform M	Transpor- tation N	Retail Wholesale O	
N		0	2	10	0	0	2	2	2	9	2	1	1	2	3	2
Mean	---	3.00	4.00	---	---	5.50	4.50	4.00	4.44	2.50	4.00	4.00	5.00	5.00	4.00	
SD	---	1.41	1.49	---	---	2.12	0.71	1.41	2.07	0.71	---	---	0.00	1.00	0.00	

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

 **Topic 9: Marketing and Sustainability**

To what degree are extended producer responsibility policies changing any aspect of your product strategy? (1=Not at all - 7=A Great Deal)

	Sales Revenue							Number of Employees							
	<\$10 million A	\$10-25 million B	\$26-99 million C	\$100-499 million D	\$500-999 million E	\$1-9.9 billion F	\$10+ billion G	<50 A	50-99 B	100-499 C	500-999 D	1,000-2,499 E	2,500-4,999 F	5000-9999 G	10,000+ H
N	4	1	4	6	2	11	9	5	2	7	4	1	3	3	13
Mean	3.75	4.00	4.50	3.50	3.50	4.55	4.89	3.80	4.50	4.00	3.50	3.00	3.67	4.67	4.77
SD	1.26	---	0.58	1.05	2.12	1.51	1.69	1.10	0.71	2.00	1.29	---	1.53	0.58	1.64

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

 **Topic 10: Marketing Performance**

Compared to 2023, rate your company's performance during the prior 12 months.

N Mean SD	Total	Primary Economic Sector				Percent Online Sales					Sell to Government	
		B2B Product A	B2B Services B	B2C Product C	B2C Services D	0% A	1-10% B	11-49% C	50-99% D	100% E	Yes A	No B
Sales revenue	172 10.33 18.17	67 12.51 18.10	42 5.83 22.83	41 9.71 12.67	22 13.45 16.38	62 15.37 23.34	58 7.00 14.78	27 7.00 11.47	15 13.07 14.75	10 3.30 11.50	65 6.54 13.17	106 12.66 20.43
						b	a				b	a
Customer retention	168 9.93 23.47	67 15.00 23.85	41 10.44 28.99	39 0.28 14.48	21 10.71 19.37	61 14.93 25.40	57 5.47 20.32	26 12.92 24.00	14 12.86 22.69	10 -7.00 18.91	64 8.55 17.94	103 10.84 26.48
		C		Ad	c	be	a	e	e	acd		
Brand value	170 9.54 19.48	67 10.12 18.02	41 11.05 27.92	40 6.22 10.92	22 10.95 17.32	61 12.89 21.38	57 6.42 19.37	28 11.07 19.81	14 11.00 15.10	10 0.50 1.58	64 6.75 18.06	105 11.32 20.26
									e	d		
Profits	167 8.32 22.35	66 10.58 22.77	40 5.13 22.70	40 3.58 18.80	21 16.38 24.84	62 13.81 23.87	57 0.88 22.35	25 7.96 17.31	14 14.14 22.84	9 9.67 9.31	64 6.42 15.26	102 9.50 25.93
				d	c	B	A					
Customer acquisition	170 8.14 16.44	67 8.52 15.83	41 9.61 20.17	40 5.88 13.97	22 8.36 15.36	62 12.39 18.92	57 4.04 14.65	27 6.11 10.58	14 12.50 20.65	10 4.60 9.47	65 5.22 10.89	104 10.00 19.00
						B	A					

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

Topic 10: Marketing Performance

Compared to 2023, rate your company's performance during the prior 12 months.

N Mean SD	Industry Sector														
	Banking Finance Insurance	Communi- cations Media	Consumer Packaged Goods	Consumer Services	Education	Energy	Healthcare	Pharma Biotech	Manufac- turing	Mining Construc- tion	Professional Services	Real Estate	Tech Software Platform	Transpor- tation	Retail Wholesale
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
Sales revenue	13 12.31 16.66	12 0.08 18.09 m	18 9.44 15.36	2 5.00 0.00	4 10.75 6.99	8 5.25 11.67	14 9.86 10.28	8 1.88 20.69	15 10.20 10.54	4 3.00 12.46	15 21.00 31.59	5 4.00 15.17	31 17.94 22.66 b	8 6.13 4.76	14 6.29 9.15
Customer retention	12 4.25 5.97	12 15.50 31.03	18 -3.00 19.67 giM	2 4.00 1.41	4 3.00 8.91	8 0.88 6.01	14 12.00 21.29	8 7.88 11.10	15 16.40 32.29	4 13.00 24.73	15 10.33 18.46	5 9.00 17.46	30 21.33 33.80 C	8 3.75 7.61	12 4.17 10.35
Brand value	12 11.17 12.63 o	12 8.17 29.28	18 5.00 10.83 ik	2 15.00 21.21	4 0.25 0.50 l	8 0.63 14.25	14 8.50 13.22	8 13.00 26.61	15 20.07 26.70 co	4 3.75 4.79	15 24.33 31.10 cmo	5 5.40 3.65 e	30 7.17 16.66 k	8 9.38 17.00	14 2.29 6.27 aik
Profits	12 15.92 26.55	12 -0.08 20.93 m	18 -4.28 30.22 kM	2 7.50 3.54	4 12.50 12.58	8 -0.75 13.39 m	14 3.07 10.90 m	8 -2.88 17.29 im	15 11.00 13.14 hl	4 15.25 41.31	15 19.13 27.38 c	5 -6.00 18.17 im	29 19.66 22.54 bCfghl	8 7.38 15.55	12 6.92 8.59
Customer acquisition	12 13.17 21.02	12 -2.25 15.74 kmo	18 2.06 16.44 k	2 13.50 9.19 f	4 12.00 12.36	8 2.00 3.51 d	15 6.93 16.54	8 8.50 9.30	15 4.80 7.86 k	4 5.75 2.99	15 20.60 27.34 bci	5 5.00 5.00	30 12.33 18.21 b	8 4.50 6.61	13 9.08 9.48 b

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

 **Topic 10: Marketing Performance**

Compared to 2023, rate your company's performance during the prior 12 months.

N Mean SD	Sales Revenue							Number of Employees							
	<\$10 million	\$10-25 million	\$26-99 million	\$100-499 million	\$500-999 million	\$1-9.9 billion	\$10+ billion	<50	50- 99	100- 499	500- 999	1,000- 2,499	2,500- 4,999	5000- 9999	10,000+
	A	B	C	D	E	F	G	A	B	C	D	E	F	G	H
Sales revenue	20 22.70 30.94 cFg	15 21.13 27.88 cFg	26 5.00 14.14 ab	37 10.65 15.63	10 8.20 8.84	36 4.33 11.04 AB	27 8.85 7.92 ab	24 23.58 28.11 cegH	12 18.08 25.32 h	41 9.02 16.93 a	15 8.20 12.77	19 5.11 16.72 a	11 8.09 8.38	13 6.00 11.78 a	37 6.41 10.02 Ab
Customer retention	20 13.85 32.54 f	14 15.93 29.49 f	26 7.50 20.06	37 19.08 27.23 Fg	11 9.36 21.94	33 -0.55 15.31 abD	26 6.27 11.65 d	24 12.04 29.89	12 18.83 24.24 H	40 14.57 28.26	16 16.25 26.60 h	19 1.68 26.41	11 4.36 6.39	13 6.15 8.54	33 4.58 11.30 Bd
Brand value	20 12.00 25.77	14 16.43 23.49 f	26 9.15 24.88	37 13.68 19.94 f	11 8.09 9.26	35 5.06 14.42 bd	26 5.23 12.64	24 12.54 23.89 h	12 16.83 21.39 H	40 12.45 24.44 h	16 10.75 19.08	19 5.26 13.19	11 5.18 7.52	13 15.15 21.93 h	35 2.69 10.77 aBcg
Profits	20 12.40 33.13	15 19.67 30.23 cf	25 4.20 15.64 b	37 12.35 19.15	10 7.60 7.04	33 2.61 22.87 b	26 4.46 18.19	24 13.33 30.31	12 20.83 29.71 ceh	40 6.95 17.72 b	15 11.53 19.45	19 0.00 25.90 b	11 16.45 20.57 h	13 8.69 15.50	33 2.27 17.14 bf
Customer acquisition	20 13.00 30.24	15 12.27 20.99	26 9.81 17.72	37 10.76 12.57 fg	11 5.36 8.57	34 3.35 10.89 d	26 4.19 8.05 d	24 14.50 27.18 h	12 13.17 14.78 h	41 10.34 18.57	16 8.88 13.16	19 4.89 9.46	11 5.27 6.36	13 2.31 12.19	34 3.85 9.95 ab

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